

# Sales Management

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Ag 18 '39

How Newspaper Color Advertising Built a \$1,000,000 Business in 4 Years

★ Federal Mogul Corp. Strikes Pay Dirt in Field of Replacement Sales

★ Dog-Loving Americans: What They Spend on Their 12,000,000 Towlers

★ What the Ice Industry Is Doing to Make the Route Man Sales-Conscious

★ Marketing Pictographs — Advertising Campaigns — Scratch-Pad — Tips

THE M. B. B. MODERN MARKETING



CAN YOU FIND

## *The Lady in the Picture?*

Here's a man's idea of solid comfort—an easy chair, a pipe, a book and a dog! Bill Bosworth of Los Angeles is home for the evening, and though Mary, his wife, doesn't enter this masculine scene in person, you can be sure that she is very much in the picture! That easy chair, for example. It's Bill's exclusive property . . . but Mary selected it when they refurnished last year! That Polka Dot robe was Mary's Christmas gift to Bill; and the pipe was her way of saying "Happy Birthday!" And then there's "Shep." "Shep" was Bill's gift to Mary—just because she happened to mention that if they were going to have a dog, she'd like it to be a Springer Spaniel!

So, you see, the lady is very much in the picture—just as the ladies are in every retail selling picture! It's not hard to see why feminine influence is felt in 85 out of every 100 retail sales. And it's not hard to see, either, why advertisers always look to the paper that leads in Women's Wear Advertising when they have an important selling job to do. They know that's the newspaper that women read—the one that delivers that all-important element in retail selling—*feminine influence*!

For the first six months of 1939 The Times printed 1,165,115 lines of Women's Wear Advertising\* or 30% more than all other four Los Angeles newspapers combined! A record that is manifestly conclusive!

\*As measured in agate lines by Media Records. The Times' lead would be increased if stores selling both men's and women's shoes were added. This, and unsegregated men's and women's wear basement department lineage are not included.

# *Los Angeles Times*

REPRESENTED BY WILLIAMS, LAWRENCE AND CRESMER  
NEW YORK, CHICAGO, DETROIT, SAN FRANCISCO









"SOMETHING HAS HAPPENED IN PITTSBURGH"

## PARTNERS IN PROGRESS



*Donahoe's*  
FOOD STORES

Founded thirty-three years ago, DONAHOE'S has grown to be one of the largest and most progressive retail food establishments in Pittsburgh. A large

downtown store, together with a number of neighborhood units, make *Donahoe's* a most important factor in Pittsburgh's food industry.

DONAHOE'S attribute its steady growth and success to a keen merchandising operation coupled with the consistent use of newspaper advertising. For many years the *Sun-Telegraph*, Pittsburgh's home newspaper, has carried full copy advertising schedules of this great food institution.



IN 1938

**DONAHOE'S PLACED 145,303\* LINES**

AND DURING THE PAST 10 YEARS

**DONAHOE'S HAS PLACED 1,851,661\* LINES IN THE**

\*Media Records, Inc.

# Pittsburgh Sun-Telegraph

REPRESENTED NATIONALLY BY RODNEY E. BOONE ORGANIZATION

PITTSBURGH NEW YORK CHICAGO DETROIT PHILADELPHIA BOSTON SAN FRANCISCO LOS ANGELES ATLANTA ROCHESTER SEATTLE

AUGUST 15, 1939

[17]



### For Salesmen, Those Were the Days

The business of selling is not what it used to be and who wants it to be? Carson Pirie Scott & Co., of Chicago, recently celebrated its 80th anniversary and a document brought to light for the occasion from the dusty archives of the store tends to prove that salesmen were salesmen in them thar days. Here it is—rules for employees:

"Store must be open from 6 a.m. to 9 p.m. the year around.

"Store must be swept; counters, base shelves, and showcases dusted. Lamps filled, trimmed and chimneys cleaned; pens made; doors and windows opened; a pail of water, also a bucket of coal brought in before breakfast (if there is time to do so) and attend to customers who call.

"Store must not be opened on the Sabbath unless necessary, and then only for a few minutes.

"The employe who is in the habit of smoking Spanish cigars, being shaved at the barber's, going to dances and other places of amusement will surely give his employer reason to be suspicious of his integrity and honesty.

"Each employe must not pay less than \$5 per year to the church and must attend Sunday school regularly.

"Men employes are given one evening a week for courting and two if they go to prayer meeting."

Insofar as is known the store had no carefully planned lessons on the fine art of closing, selling up, convincing the customer, or switching. Nor, then, were there any sound films. And the easy payment plan was still a long way off.

### Give 'Em the Air!

H. T. Poindexter & Sons Mercantile Co., Kansas City dry goods wholesalers, recently held what company officers believe to be the first fashion show ever in the air. It had curvy models strutting in the new Fall dresses and coats, as is customary, but they and the buyers were flying 4,000 feet above the city.

The firm chartered two planes, flew them to Tulsa, Okla., and picked up buyers from retail stores in New Mexico, Texas, and Oklahoma. In Kansas City they were joined by other retailers from the Middle and South West.

At the Municipal Airport they were taken up in batches of 15 to 20, soaring over the 90 to 100 degree heat on the ground. At 4,000 feet the plane's thermometer registered 70 degrees, and retailers could stop mopping their faces and pay attention to the damsels tripping down the aisle. Two models displayed three garments each, changing on the plane. They received concentrated attention because of the novelty of the stunt.

"Buyers bought more heavily this year than usual," says President Harry Poindexter, who is all in favor of cool air as against hot air in selling.

### Television Now a-Wooing Goes

There's no danger that sponsored television will slip up on advertisers and catch them napping. With pardonable reluctance to hide its light under a bushel, National Broadcasting Co. is prodding potential television advertisers and their agencies into consideration of the potentialities of the medium through inviting them to participate in the ten-hours-a-week schedule of programs the company inaugurated on April 30.

Participation thus far has usually taken the form of motion pictures. Since the purpose of television is to entertain, the choice of films is somewhat limited, though a bit of plugging is tolerated on occasion. Aetna Life Insurance Co., Aluminum Corp. of America, Chevrolet, Dodge, Studebaker and U. S. Steel have lent films for showing. Listerine's "General Germ Gets a Jolt" was shown late in July. Travel films have been supplied by travel agencies.

As a vehicle for fashion publicity, television's advantages are obvious. Fashion shows are being televised regularly. Warner Brothers has exhibited—"chastely," according to NBC—some of Jean Spadea's mannequins wearing the firm's corsets. Lenthéric Perfumes put on one of their well-known ballet programs as a visual show. Louis, of the American Institute of Hair Design, demonstrated his art in "The Evolution of Hair Design." For the Maternity Center, Harry Houlihan, with a rubber infant, showed what "Prepared Papas" must know in order to earn a diploma after a course in helping Mama take care of baby. The fine hand of the hat industry was behind the sketch, "How to Buy Your Husband's Hat." Lily Daché, famous milliner, put on a fashion show, with live models. (About 20% of NBC's programs are reproductions of films; the others are performances by flesh-and-blood actors. Most manufacturer participation has been through films.)

Macy, Bloomingdale, Davega and a few other New York stores are selling television sets at from \$175 to \$600. Those on the market now are produced by F. A. D. Andrea, Dumont, R.C.A. and Westinghouse; and at least six other companies are known to be preparing sets soon to be offered to the public.

No one knows how many sets are in use in the New York area, but the figure is generally set at 1,000. Thus far, NBC's programs are visible only to an audience within a 50-mile radius of New York, but engineers are working on the problem of extending visibility despite the curvature of the earth. That this goal is not considered impossible to achieve one gathers from the investment NBC is making in developing television facilities—an investment that would be unjustified if audiences were to be restricted to the



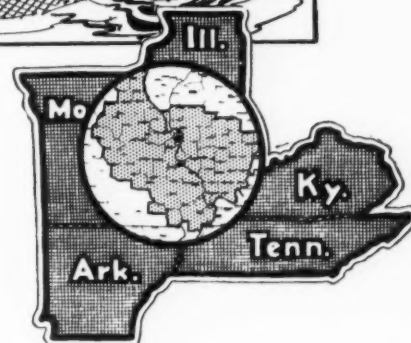
In this small sample of the world of tomorrow, the voice and face of industry tiptoed into perhaps a thousand New York homes through a new door—television. Chief actor is Mr. Louis, of the American Institute of Hair Design; the unsung heroes, the engineers hovering just outside the range of SM's camera.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright August 15, 1939, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. August 15, 1939. Volume 45, No. 4.



## Results *in the 49<sup>th</sup> State*

*depend on the way  
you go about it*



There's an OIL BOOM  
in the Illinois Basin  
—right here in  
The 49th State  
Write for Facts

You can fish away in one spot, and you MAY be rewarded—after time and great effort . . . But the 49th State is NOT JUST ONE SPOT.

This is a great major market: St. Louis PLUS a rich array of communities surrounding the metropolis.

The Globe-Democrat covers St. Louis PLUS the rest of this responsive market. Advertising in this newspaper reaches the entire market simultaneously and with MULTIPLIED results.

*The Newspaper of the 49th State*  
**St. Louis Globe-Democrat**



### Steering Them Right-



## DOWN ON THE FARM



FROM England, Spain, Canada and many parts of the United States inquiries have come to The Commercial Appeal requesting information about *Plant to Prosper*. When The Commercial Appeal started this campaign back in 1934 few farmers in the Mid-South were interested in raising anything but the "money crop" — Cotton. And everyone knows what an agricultural "problem child" King Cotton has been.

The first year of *Plant to Prosper* 2,000 farmers saw the light. Under the leadership of The Commercial Appeal and with the enthusiastic cooperation of agricultural extension forces of the Mid-South, *Plant to Prosper* has progressed rapidly — and this year more than 32,000 farmers are being encouraged to "live at home." They are no longer dependent on one crop for a livelihood. The Commercial Appeal is steering them right down on the farm.

Naturally, The Commercial Appeal is proud of the part it has played in helping the farmers of this territory. Proud, too, that for 100 years this newspaper has been a partner in progress not only with the farmer but also with manufacturer, distributor, merchant and consumer. The Commercial Appeal has a record of service that stands the test of time. Besides, it is the only newspaper in this section that really gives . . .

## • 2 WAY SELLING ACTION

- 1. The Commercial Appeal sells the consumer by its established reader interest.
- 2. The Commercial Appeal sells the dealer by its vast trade paper influence.

**THE COMMERCIAL APPEAL**  
MEMPHIS TENNESSEE

*A Scripps-Howard Newspaper*

National Representative — The Branham Co.  
"More Than A Newspaper — An Institution"

New York marketing area. Moreover, the company makes no secret of its ultimate aim of a television network.

The CBS transmitter, under construction for more than 18 months at the Chrysler Building in New York, has been hampered by technical difficulties, and the company still refuses to set a date for program showings. Application for license for a third New York station has recently been made by the department stores Abraham & Straus of Brooklyn, and Bloomingdale Bros., of N. Y.

When will sponsored programs become a reality? There are many who would like to know. Best guess is that there will be occasional paid-for individual programs within the next year or two, and that the sale of 13-week schedules, by contract, will be attained within the next four or five years. Meanwhile, prospective sponsors and their agencies are watchfully waiting, torn between the desire for the prestige of being the first to sign on the dotted line and a natural hesitancy to spend too heavily in a medium that, as yet, has no yardstick for effectiveness.

No matter how they feel about it, they realize that it is here and that it must be taken into account for long-range plans. It will certainly make a dent in the entertainment field, and it is already being thought of by the rising generation as a source of careers. Indeed, according to NBC, it has already brought about a demand, not only for technicians, but for new kinds of make-up experts, stage-hands, carpenters, microphone workers, lighting technicians.\* Engineers, most important in its development to date, have entered via radio, and a new crop is being trained by the R.C.A. Institute and other private schools.

### Those P-Nut Sandwich Foxes!

A quarter of a million little peanut butter sandwiches are squirting out of a machine every eight hours in Baltimore these days. They sparkle colorfully in "Cellophane" on soda fountain counters, and in chain stores and delicatessens in 13 states and Puerto Rico. They have brought the defunct Austin Packing Co. back to rugged life. And Martin and Ernest Fox, props., are making money. All because they had an idea.

The idea was about all the Foxes had—in 1935 after they purchased the Austin name. The idea was this: Let's take the greasy look out of the peanut butter sandwich business. Let's make packages of cracker sandwiches that are appetizing to the eye as well as to the taste buds.

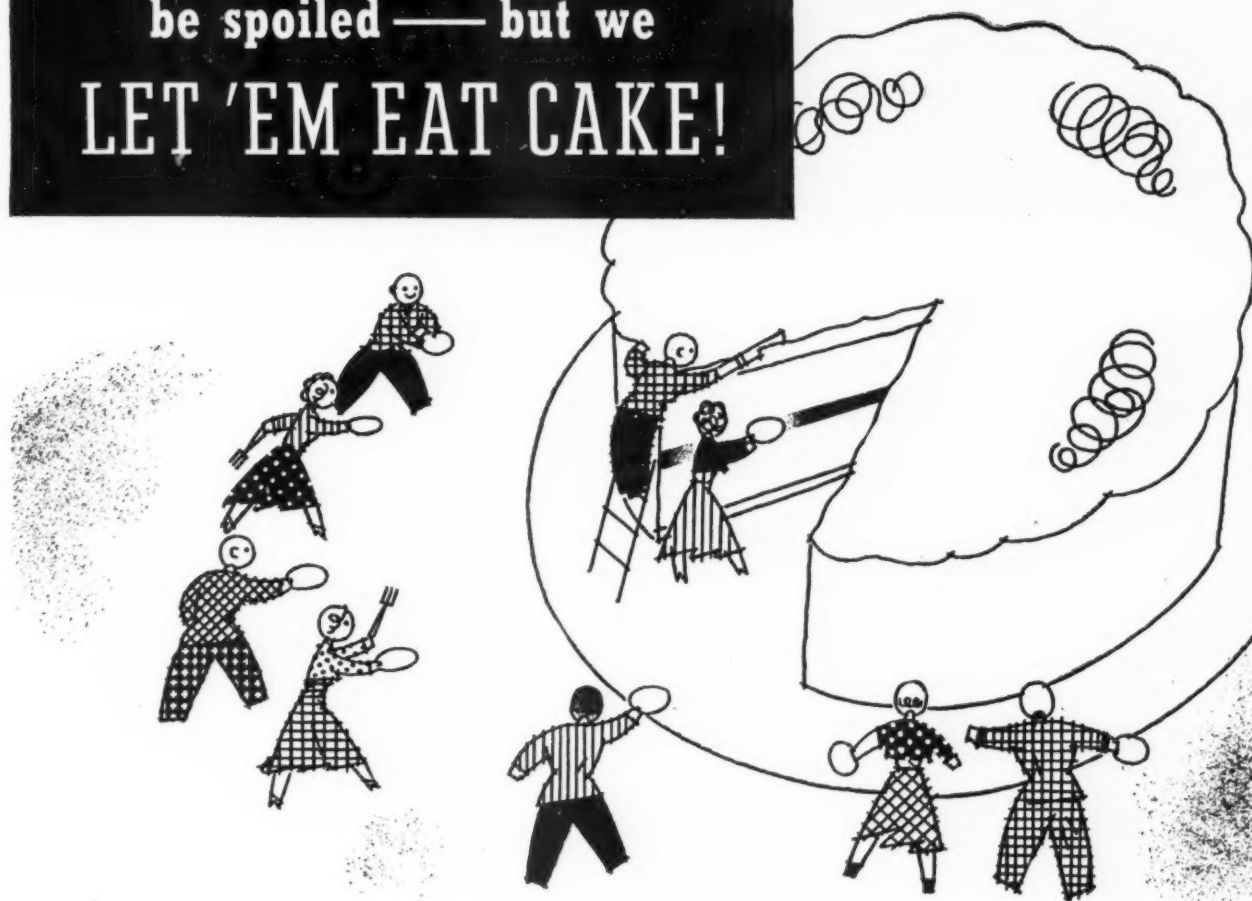
The living room of the Fox home was converted into a production plant, since there was no money to rent anything else. The starting stock was a box of round crackers, a jug of good peanut butter and a few sheets of cellulose film. One girl using the complete plant equipment—one butter knife—put these things together into 5-cent packages of sandwiches. The two Foxes went out and peddled them to Baltimore lunch spots.

It took a battle, a lot of perseverance and some good business sense without price cutting. But the little packages began to sell. Then the Foxes got local jobbers interested. The business was moved out of the living room into a small loft with six girl operators. The perky little packages, with colored labels and smart display boxes, spread out into Maryland, Virginia and Pennsylvania. In 1936 the Austin Packing Co. moved into larger quarters and put in a semi-automatic machine. During 1938, in spite of falling ingot production, bad car loadings and slumping automobile output, "Austin Always Fresh Toasty P-Nut Sandwiches" doubled their 1937 total. It took 31 people to make and pack them that year. The Foxes moved into more space and now—great day!—they have their new fully automatic machine that handles the crackers, spreads the gobs of peanut butter, wraps and seals several kinds of packages for store and home sale and starts them all over the eastern seaboard.

The original butter knife is gone. But the idea is still there. It keeps turning out new ideas for packages. And do they sell!

\* SM would not overlook the television actresses. We quote from a press handout, accompanied by photo of beautiful women and stalwart men squinting into the sun and cameras that are equally ubiquitous at the Fair: "Caryl Smith, tall, beautiful and brunette, smiles as she receives an RCA Victor Television Attachment for her radio after being selected as the New York World's Fair Television Girl. The winner among nearly 200 lovely entrants, Caryl was selected as the most telegenic by a group of artist-judges who, seated before a television receiver in the RCA exhibit a mile away, were looking for what NBC calls television's mysterious Element X—or 'X-Appeal.'" Thus, step by giant step, do publicity men make colossal industries.—THE EDITORS.

We were afraid they'd  
be spoiled — but we  
**LET 'EM EAT CAKE!**



When a great big beautiful thirty pound cake arrived for the members of the WTIC Playhouse, we almost held out on them. So *much* all at once might go to their heads.

We didn't — they loved it — and now they're swinging into their eighth continuous year. With over 800 performances behind them fan mail has piled up past the 60,000 mark. And this with never a plug for fan mail nor an offer of any kind.

If you ever baked a thirty-pound cake — or even thought about it — you'll know the New England housewife who baked this one thought a great deal of the Players and WTIC.

This is just one of many, many instances that show what a friendly audience WTIC offers any advertiser. 50,000 Watts means it's a *big* one.

AUGUST 15, 1939

IN SOUTHERN NEW ENGLAND WTIC RATES

# FIRST

- IN LISTENER POPULARITY BY 2 TO 1 IN THE HARTFORD AREA
- IN NUMBER OF NETWORK ADVERTISERS
- IN NUMBER OF NATIONAL SPOT ADVERTISERS

# WTIC

50,000 WATTS · HARTFORD, CONN.

The Station With the Friendly Audience

The Travelers Broadcasting Service Corporation  
Member NBC Red Network and Yankee Network

Representatives: Weed & Company  
New York Chicago Detroit San Francisco

# Sales Management

VOL. 45. NO. 4

AUGUST 15, 1939

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### Notes from the Managing Editor's Desk

This year SALES MANAGEMENT Magazine offered, through the National Federation of Sales Executives, a silver cup award to the local sales managers' club affiliated with the Federation, which had done the most for salesmen in its community. The award was won by the Sales Managers' Bureau of the St. Louis Chamber of Commerce. In this issue we outline the program which won the votes of the judges. Page 25.

\* \* \*

The hue and cry being raised in various quarters about distribution costs was being discussed in the SALES MANAGEMENT offices recently when someone observed, "I wonder if the casual consumer doesn't have a highly erroneous idea of the cost of advertising per unit?" We thought it would be a good idea to turn the Ross-Federal investigators loose to get the real answer. As we write this paragraph, only the first batch of test questionnaires has been turned over to us, but we already know the results will provide some highly interesting reading in the September 1 issue.

\* \* \*

What's happened to the McKesson & Robbins business since the "incident?" That question will be answered in an article scheduled for the next issue.

A. R. HAHN.



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# The difference is in Knowing How!

## Sure-Footed or "Slipping"?

This picture was taken during the recent log-rolling contest at Longview, Washington. In a real log drive "knowing how" can mean the difference between safety and accident. In advertising, it can mean the difference between failure and success.



In the rush of modern competition you will get best results from the advertising agency that is *sure-footed*

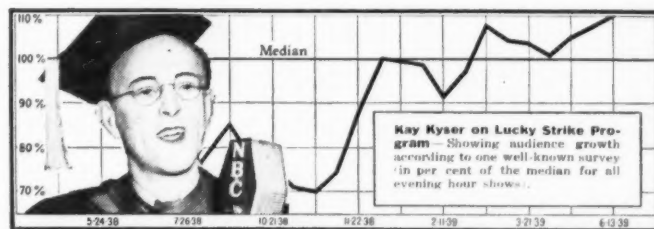
Being sure-footed in today's advertising takes a lot more than knowing rules and principles. For the rules of successful advertising are an open book. Many of them were conceived and written by Lord & Thomas years ago. Most agencies know them by now.

But today it's *knowing how* to apply the rules that makes the big difference. For it takes a unique instinct, a gift if you please, to *know how*.

Moreover, it takes a massed battery of highly gifted, experienced advertising men and women. Such an organization really takes hold of your problem and *handles* it. Quickly, smoothly. No loose guessing. It gets results... *helps push that sales curve up*.

Lord & Thomas has been busy for 67 years... is busier today than ever. For as competition grows keener, the more urgently do businesses need *knowing how* in advertising.

This is one reason why 14 new clients have placed their accounts with Lord & Thomas during the past twelve months.



## The Rise of Kay Kyser—an Example of "Knowing How" in Radio

We first heard it at 1:15 in the morning on a sustaining program broadcast from a Chicago restaurant. That was the beginning of one of today's top musical programs. For weeks afterward we worked with Kay Kyser to develop the idea, then arranged a test series on the air for Lucky Strike. It clicked... and the rest is radio history.

Kay Kyser's College of Musical Knowledge has been called the biggest radio idea of the past year... it has the longest waiting

list for studio tickets in radio history (just under 200,000)... and is breaking theatre records wherever it plays. Outstanding, hard-hitting commercials make this program a powerful selling force for Lucky Strike.

Lord & Thomas considers this a conspicuous case history on the importance of being able to see the possibilities in an idea... and on the importance of applying modern radio technique to that idea. In short, an example of what we mean by "knowing how."

## LORD & THOMAS Advertising

NEW YORK • CHICAGO • LOS ANGELES • SAN FRANCISCO  
HOLLYWOOD • DAYTON • TORONTO • MONTREAL • PARIS • LONDON

# LISTEN, *Gentlemen*

I'm Mrs. North Jersey, a very important woman to you who have things to sell. Important because I represent the 11th greatest retail market in the United States; important because my living standards are high, because of my steady income from Newark's diversified industries.

You can reach me easiest through the pages of my favorite newspaper—my preferred buying guide, The Newark Evening News. Its influence with me is far greater than any other paper.\* If you want—if you need the buying power I represent—you can reach it quickly and surely with The Newark News—and at a milline rate of only \$1.86.

\*More, in fact, than that of all the New York dailies combined



**Newark Evening News**  
*Always Reaches Home*  
NEWARK, NEW JERSEY

O'Mara & Ormsbee, Inc. General Advertising Representatives, New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta

[ 8 ]

SALES MANAGEMENT

Look  
at  
this

## DRUGGISTS USE DISPLAYS

**81%** "Using Regular  
Window Displays"

**82%** "Regularly Featuring  
Inside Store Displays"

The man on the actual firing line . . . the man who goes over the top for you and your product . . . the STOREKEEPER: He KNOWS what moves merchandise, what instigates and influences buying action, what prompts that soul-satisfying clang, clang, clang of the cash register. His customers are your customers . . . back him up with soundly-conceived and properly-executed point-of-sale material that will help him do a 100% job for you. . .

material by **FORBES**

# DRUG TRADE NEWS

The Newspaper of the Drug Industry

NEW YORK, N. Y.

JUNE 19, 1939

Contents Copyrighted 1939  
The Topic Publishing Co.

## HOUSE COMMITTEE Although Agreement To Extend 10% Levy Is Only Tentative, Its Acceptance Is Foreseen

WASHINGTON—Extension of the 10 per cent excise tax on cosmetics and toilet goods for two years from July 1 has been tentatively agreed upon by the subcommittee of the House Ways and Means Committee which is working on the general tax bill. The subcommittee tentatively agreed in effect, despite briefs which had been filed by the Association and its members, to extend the tax for two years. The extension of the tax was heard by the subcommittee in its structure. The floor within a few days will be held to the committee to be expected to pass the bill.

## Methods Used By 2,791 Drug Stores To Build Sales Of Fair Trade Items

Through personal interviews by representatives of Ross Fed Research Corp., druggists in 47 cities, located in the 44 fair trade states, told what methods they use to push fair trade products in their stores. This chart summarizes the reports.

CITIES COVERED	Methods Used	No. Drug Stores Interviewed	No. Fair Trade Items	No. Giving Window Displays	No. Giving Inside Displays	No. Giving Handbills	No. Giving Newspaper Ads	No. Giving Personal Push
Albuquerque, N. M.	21	21	17	19	3	5	10	20
Asheville, N. C.	34	30	25	20	7	16	29	143
Atlanta, Ga.	195	147	122	138	47	8	11	11
Atlantic City, N. J.	54	54	52	47	14	34	34	34
Augusta, Me.	12	11	11	9	6	7	17	17
Baltimore, Md.	420	343	298	310	81	9	250	250
Boston, Mass.	10	10	7	6	4	1	5	5
Boston, La.	33	33	35	34	6	7	12	12
Casper, Wyo.	10	10	7	6	4	1	5	5
Charleston, S. C.	39	35	35	30	9	7	17	17
Cincinnati, Ohio	8	7	7	6	4	1	5	5
Cranston, R. I.	205	23	23	20	1	1	1	1
Denver, Colo.	12	12	10	10	1	1	1	1
Duluth, Minn.	247	178	17	155	21	47	17	17
Superior, Wis.	116	100	12	155	21	47	17	17
Eugene, Ore.	63	62	58	54	4	5	10	10
Fargo, N. D.	15	12	12	13	21	12	12	12
Great Falls, Mont.	31	26	23	22	5	10	11	11
Hammond, Ind.	13	12	12	13	21	12	12	12
Harrisburg, Pa.	18	12	11	11	5	15	75	75
Lincoln, Neb.	51	44	44	40	1	7	64	64
Little Rock, Ark.	38	36	39	34	8	11	11	11
Louisville, Ky.	49	46	44	44	13	15	41	41
Manchester, N. H.	47	43	39	34	8	11	11	11
Mobile, Ala.	195	187	181	178	13	35	35	35
New Britain, Conn.	35	35	30	35	5	5	40	40
Ogden, Utah	40	37	27	42	1	7	12	12
Oklahoma City	24	22	20	25	8	8	15	15
Phoenix, Ariz.	14	14	14	14	5	5	40	40
Rockford, Ill.	87	85	82	82	12	172	172	172
Rochester, N. Y.	18	18	14	14	1	1	1	1
San Diego, Cal.	45	44	44	44	11	34	34	34
Sioux Falls, S. D.	12	12	12	12	3	10	10	10
Springfield, Mass.	39	35	34	34	16	16	16	16
Syracuse, N. Y.	80	80	79	78	4	9	11	11
Tacoma, Wash.	20	18	17	17	1	1	1	1
Topeka, Kan.	71	61	51	51	11	35	35	35
Wheaton, W. Va.	52	48	47	47	6	13	15	15
Wyandotte, Mich.	54	50	47	47	4	4	4	4
TOTALS	2791	2263	2295	2200	555	595	2200	2200
% OF TOTAL	100%	81.09	82.2	79.1	20	21.3	79.1	79.1

# FORBES

## LITHOGRAPH CO.

P. O. BOX 513 • BOSTON  
NEW YORK • CHICAGO • CLEVELAND • ROCHESTER • DETROIT







**THEM AS HAS... WE GITS!**

**S**OME country folks prosper and some don't—even as you and I. And those who prosper also spend, until *some forty cents* of every dollar shoved across this nation's retail counters come from *country* people's pockets.

Which means that in America the market is made in two nearly equal parts, with this important difference between them . . . *that those country folks who prosper best and spend the most are easier to single out and advertise to than their big-city equals are.*

Easier because of a country magazine that has no big-city equal at all!

Show your country dealers a list of Country Gentleman subscribers in their own localities, and they'll tell you that the list is almost name-for-name the list of that community's best-buying families. (We know because we've tried just that, several hundred times.)

Then read an issue or two of Country Gentleman, and you discover that this quality selection was some-

thing in the cards that simply *had* to happen. For Country Gentleman enjoys the privilege and the advantage of being the greatest magazine of *livelihood* in all the world.

Over 2 million families strong, its readers come to it not just for entertainment, but for news and help in the things they live and earn by. They know it as a source of money in the pocket . . . as an authority of a century's standing . . . as a fighter of their battles on scores of fronts with an unbroken record of victories.

In a mighty market where other stand-out advertising power is rare indeed, Country Gentleman offers you the most automatically pre-selected quality audience on earth.

Them as has . . . we gits. Just naturally.

And, having got, we hold . . . with pages so great in influence that no idea backed by them has ever failed to get action!

**COUNTRY GENTLEMAN**  
NATIONAL SPOKESMAN FOR AGRICULTURE

# The necessity of leading a.

**M**OST OF US lead two lives...

One is the life of the *imagination*—the life of fiction and the movie romance, where action is fast and thrill-packed and love is sweet and everlasting—the life of *escape* from reality . . .

The other is the insistent life of the world we live in—*reality* itself.

Most large-sale magazines are amply nourishing the "escape life" of Americans—presenting, very ably, "escape literature."

And a few years ago, "escape literature" was all there seemed a need of in

the large-magazine field. But when *LIFE* started—bringing with it a new scope for the camera, making the camera "an eye with a brain," presenting the world of *reality* in a new, three-dimensional way—something very like a revolution in American reading habits began.

## *LIFE Is Real*

For Americans found that *LIFE* possessed a new power to dramatize the world of reality, to make it alive, and to present it as vividly and excitingly as any fiction ever written.

Discovering this, *millions* of American readers turned to *LIFE*. And that is not strange. Never before in our time have the events of the *whole world* so dominated our existence. Never before has it been so imperative for the useful citizen, the capable business man, the "average" man and woman to *know* what is going on in the world beyond their own communities, their own immediate interests, their own spheres of activity.

Most people find it necessary to lead double lives, and "escape

literature" is still an essential component of our civilization.

But the world of reality—*LIFE's* world—of news, and science, and politics, and modern living, and the strange customs of men in foreign lands—is assuming an increasingly important role in the lives of all of us.

## *America Takes To LIFE*

Proof that the American mind was ready and *eager* for such substantial diet is the widespread acceptance of *LIFE*. It is the most spectacular success in all publishing history. In less than 3 short years, it has attained a circulation of more than 2,300,000. Its readers pay more for *LIFE* than has ever been paid before for *any* magazine. Scientific research studies show that it reaches the greatest total audience ever to read the pages of any publication—a *weekly audience exceeding 18,200,000*.

*LIFE* is proud of this record. It is also proud that, in achieving it, *LIFE* has proved that the *American citizen* is more alert, more mature, and more conscientious toward his duties to society than some of his "best friends" ever gave him credit for being.



**LOVE STORY**, real life—the romances of real life can often outdo the imagination of the most gifted fiction writer—as proven when *LIFE* shows the course of history being altered by the charm of an American woman.



**FIELD OF HONOR**, real life—as part of its gripping coverage of the blood-drenched fields in Spain and China, *LIFE* has shown how death comes to a warrior of our own day.



**ADVENTURE**, real life—*LIFE* takes its readers with young American explorers on Yukon and Antarctic expeditions and other exciting undertakings that prove the world still holds plenty of adventure.

**SALES MANAGEMENT**



# • Double Life



His strong, lean, brown hands drew her to him.  
Suddenly she knew that some of the magic of  
this night would run like a golden thread through  
every night to come.

THE END

**LOVE STORIES** entertain millions—but they do not always contribute to an understanding of love as it actually molds the lives of real men and real women.



**SUCCESS STORY**, real life—the most amazing and portentous rise to power recorded in modern history received its most graphic documentation in **LIFE**.



**DETECTIVE STORY**, real life—the murderer of an American girl in France is trapped by brilliant police work; **LIFE** pictures his trial and, later, shows actual photographs of his decapitation.

AUGUST 15, 1939

**September**  
**2,485,000**  
Net Paid Circulation

**August**  
**2,475,000**  
Net Paid Circulation

**July**  
**2,460,000**  
Net Paid Circulation

**June**  
**2,447,000**  
Net Paid Circulation

**May**  
**2,436,000**  
Net Paid Circulation

**THE WORLD'S LARGEST  
MAIL-DELIVERED  
MAGAZINE CIRCULATION**

With each succeeding issue, Farm Journal and Farmer's Wife reaches an increasing number of rural homes. Current circulation exceeds 2,485,000 *families*—the largest subscription list of all time, and a highly profitable market for *your* products!

**FARM JOURNAL**  
AND **Farmer's Wife**

Graham Patterson, Publisher  
Washington Square, Phila.

**SALES MANAGEMENT**

# Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending August 15, 1939:

## Is Business Getting Better?

the Spring of 1937. "All major industrial groups shared in the advance," says the Department of Commerce. Ask the electric refrigerator industry. Makers sold 268,848 household models in June as against 104,796 in the corresponding month last year. Ask officers of the Bell System, which in a contra-seasonal gain this year added 11,200 stations in July as against a net loss of 6,700 last year. Ask anyone in the steel business, where production is at the year's peak; and iron ore shipments, which are credited with some forecasting value, in July reached the highest point since October, 1937. Ask any friend in the cardboard container industry, which is a particularly sensitive index of consumer goods industries: It picked up smartly in the last week of July and almost reached the year's peak.

● ● ● Building contracts had a somewhat indifferent June, but F. W. Dodge data covering the first 22 days of July reveal a marked improvement over the June figures and permits for the year to date show a gain of 38% over last year. Here are some other favorable items: Sales of new cars for the year to date were up 44%; carloadings for the current week up 12%; cotton consumption up 15%; electric power output up 12% (to an all-time high); bank debits up 14%.

● ● ● Brookmire's national income map never looked as consistently good as it does today. Usually the map contains a number of temporarily "arid" states, which are listed as poor prospects. Today's map contains only one state in that category and that one, West Virginia, is rapidly recovering from the setback caused by the bituminous coal strike.

● ● ● How about your own sales quotas for Fall? If they were set earlier in the year they should be revised upward now—and advertising appropriations with them. Business conditions seem to warrant an increase of at least 5 to 10%. Certain districts and industries will have gains so much greater than average as to deserve super-pressure on the prospects in those fields, thus helping cut down your per-unit sales expense.

● ● ● This looks like the best Fall sales season since 1936.

● ● ● A survey made by the New York Times among New York advertising agencies shows the belief that Fall advertising budgets will increase about 7.5% over last year's figures, with some of the gains running well in excess of that amount. Early this year the firm of Batten, Barton, Durstine & Osborne estimated an increase of 6% and the actual gain was within a slight fraction of that figure. The company now predicts a 20% gain in the agency's business for the last six months of the year.

● ● ● Better business ahead will mean larger orders and they in turn will make for stronger prices. We appear

Ask workers in industry. Government figures for June on employees' compensation disclose the most pronounced gain since

headed in the direction of a seller's market. Salesmen will be doing a favor to their prospects by urging them to discontinue hand-to-mouth buying and stock up within reason.

● ● ● Many companies will be found guilty of playing their cards too tightly, thereby losing sales and profits to more courageous competitors who will push vigorously for the better business which lies ahead.

● ● ● The low condition of inventories is disclosed in a Department of Commerce report from the wholesale trade as of the end of June. Sales in that month were 7.8% greater than a year ago, but the cost value of stocks on hand were, for 1,757 wholesalers reporting the information, 1.1% less than a year ago and off 0.4% from the beginning of that month. Every month this year wholesalers' sales have been up and inventories off.

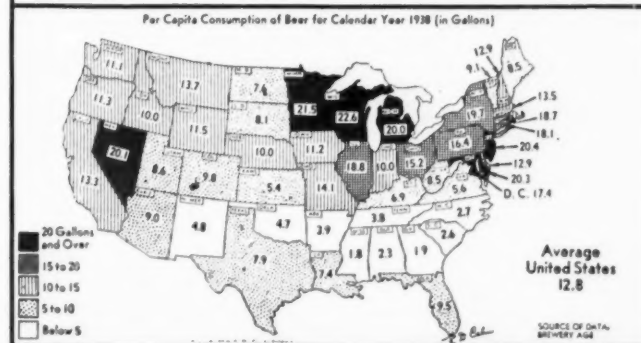
## Old Sales Idea New in Farm Field

N. A. Holmer, general sales manager of the Mid-States Steel & Wire Co.,

Crawfordsville, Ind., introduced this Summer a radical departure from the customary method of selling wire products. He and his associates spent the better part of a year making an analysis of the farm market which proved that the company's strongest competition was not with the other makers of wire products but with hundreds of concerns which manufacture such items as radios, tractors, refrigerators, plumbing and scores of other items where time-payment selling has become popular. To buy wire the farmer had to pay up in cash or depend on open credit from his retailer.

● ● ● The problem was particularly acute because the survey showed a greater need for fencing today than ever before, but fencing sales have declined enormously in the past ten years. The company met the problem by introducing this Summer the time-payment plan, financed by First Bancredit Corp., and available to all Mid-States dealers, whereby Mid-States products need be only 25%

## Wisconsin Citizens Continue to Lead the Country in Beer Drinking





of the total amount of each retail sale. The other 75% can be of any other merchandise, (with the exception of feed and fertilizer) provided the merchandise goes into the improvement of the buyer's property. Even labor costs in connection with the installing or erection of materials can be financed under the plan. Officers of retail hardware associations in mid-western states, and the company's representatives, applauded the plan at the company's two-day sales convention in July.

## Laws That Make Sales Headaches

The Supreme Court of Pennsylvania has held in a case brought by Bristol - Myers against Lit

Brothers, Philadelphia department store, that the use of redemption stamps is permissible under Pennsylvania's fair trade law, which is similar to fair trade laws of 42 other states. The trade redemption stamps given away with each purchase permitted a customer accumulating a sufficient amount of such stamps to trade them in for merchandise. While the practical effect of giving such stamps when selling a price-fixed article is to lower the price, the court held that the fair trade law was not violated. A similar position was recently taken by the attorney-general of California in connection with the free gift of premium labels.

● ● ● In the two cases the important factor was the small amount of premium given away with each purchase. In Pennsylvania the premium was worth only 13 1/4% of the total amount of the purchase and therefore had no substantial effect, so the court held, in lowering the price of the price-fixed merchandise. Furthermore, the stamp plan had been in use over a period of 30 years in Lit Brothers. It is very possible, furthermore, that whenever merchants can establish these factors and also prove that stamps or premiums are given in connection with all merchandise and not merely with price-fixed goods, other states will rule in the same manner. On the other hand, if a manufacturer can produce convincing evidence that the premium is being offered to get around price-fixing, there is no certainty that the Pennsylvania decision will be any precedent.

● ● ● A stipulation entered into with the Federal Trade Commission recently by the Vadsco Sales Corp. and its subsidiary, V. Vivaudou, Inc., embodies such a sweeping array of what the FTC terms "false advertising" that we reprint it as a guide to sales and advertising executives and their copywriters. Under the provisions of the Wheeler-Lea bill copywriters have a hard task to make their copy both interesting and truthful. Here are 14 of the Vivaudou stipulations. The company will cease representing directly or by implication that:

- (1) Djer-Kiss Talc in any way influences or affects body temperature;
- (2) Mavis talcum powder is materially different from, or more effective than, similar substances;
- (3) the formula of Mavis talcum powder is the outcome of scientific research and experiment;
- (4) the product has a protective quality not found in any other powder;
- (5) Mavis talcum powder to any extent promotes sleep;
- (6) relaxes or soothes the nerves;
- (7) reduces the amount one perspires;
- (8) Mavis talcum powder has healing properties;
- (9) contains ingredients which make it beneficial in the treatment

of skin disorders, unless such representations are limited to the product's effect in drying the skin or in reducing irritation and friction;

- (10) the pores breathe;
- (11) Mavis talcum powder permits the pores to breathe;
- (12) Djer-Kiss Talc and Mavis talcum powder completely counteract or mask objectionable body odors;
- (13) Djer-Kiss Talc and Mavis talcum powder, with respect to their odor or substance, when applied to the body, remain effective for any purpose during the entire day of the use or for any substantial length of time;
- (14) It is also stipulated by the respondents that they will cease using the words "Paris" or "Poudre De Talc" or any other words indicating French origin on the labels, cartons or containers of, or in advertising for, their products, when such products are manufactured, compounded, or packaged in the United States.



## Nation's Hotels Should Do a Joint Selling Job

The first half of 1939, in most industries, was more profitable than the first half of 1938. Some industries created to "get people to go"—such as motor cars and aviation—were doing much better.

More people, presumably, were "going." More salesmen were on the road. The New York and San Francisco fairs, and all the publicity about them, were providing an additional "pull" for pleasure travelers.

But if more people were going, strangely enough, no more were stopping at hotels en route.

Occupancy of the nation's hotels in the first half, Horwath & Horwath, hotel accountants, have found, was exactly the same as that of a year ago—63%. An increase of 1% in their business was due not to rooms but to food. Even in June, with both fairs going full blast, occupancy rose only 2% from June, 1938.

San Francisco and New York, of course, fared better than other cities. San Francisco's occupancy was 73% and New York's 68% in June. But, obviously, neither fair city had to chase business away.

Hotels as a whole are not prosperous. The nation's 15,000 hotels, with combined valuation of perhaps \$5,000,000,000, still are operating at less than two-thirds of capacity. Even in these relatively good times, most of them are still in the red. Many have gone through the "wringer."

Hotel executives are good salesmen. But they have done little collectively to dispel a lot of false impressions which affect, to some degree, all hotels.

New York City's Hotel Association recently considered a cooperative radio program, to kill some negative rumors about costs. But the idea was dropped.

And yet reports persist that these hotels have boosted rates exorbitantly to make a World's Fair "killing."

The New York State Chamber of Commerce has found in a survey that 75% of hotels there have *not* boosted rates lately, and that the remaining 25% did so, slightly, to meet higher labor and tax costs.

Hotels in that city should tell people these facts, simply and directly, in paid space.

The hotel industry as a whole has never tried, concerted, to tell people that, in large cities and small, in every state, it employs millions of people to provide them with "a home away from home."

Meanwhile, in World's Fair cities, home-owners with rooms-for-rent are getting some business. Tourists camps across the country are doing nicely.

The hotel industry is big. Its problems are great. It should have the vision and the resourcefulness to conduct, through the American Hotel Association, a nationwide cooperative campaign to prove that the hotel-way is the comfortable and economical way to rest en route.



Williams



Reese



Russell



Burritt

W. W. WILLIAMS, former vice-president of Williams Oil-O-Matic Heating Corp., Bloomington, Ill., succeeds his father, C. U. Williams, retired, as president of the firm. He has been vice-president of the company since it was founded in 1918 to manufacture and distribute automatic oil burners.

C. REESE becomes president of Continental Motors Corp., Detroit, succeeding W. R. Angell, who has resigned as president, secretary and director of the company. A native of Indiana, Mr. Reese joined Continental Motors in 1932 as purchasing agent and later was made vice-president and general manager of the firm. He was formerly a director of Lakey Foundry and Machine Co.

GEORGE L. RUSSELL, JR., former vice-president of the John B. Stetson Co., Philadelphia, has been elected president and director of the firm. He succeeds the late George V. MacKinnon. Also promoted at Stetson is Dale Purves, former assistant treasurer, who becomes treasurer, and David H. Harshaw, who becomes assistant treasurer.

HENRY W. BURRITT resigns as vice-president in charge of sales, Kelvinator division, Nash-Kelvinator Corp., Detroit, to join Eureka Vacuum Cleaner Co., same city, as president and general manager. He succeeds Fred Wardell, president of the firm since it was founded in 1910, who becomes chairman of the board.

## NEWS REEL



Case



Henderson



Mack



Eldridge

STORRS J. CASE has been appointed merchandise manager, De Soto division, Chrysler Corp. Starting in the automobile business in 1923 as a retail salesman, Mr. Case has had ten years experience in planning, creating and directing automotive sales plans. Now he will have charge of "one of the most ambitious promotion programs in the company's history."

KENNETH M. HENDERSON, vice-president of Ditto, Inc., Chicago, succeeds the late Arthur Westphal as general sales manager of the company. He started with Ditto in 1920 as sales correspondent and since then has been, successively, supply sales manager, production manager, secretary, treasurer.

WALTER S. MACK, JR., is the new president of Pepsi-Cola Co., Long Island City, N. Y. Mr. Mack is chairman of Loft, Inc., which owns 78.5% of the Pepsi-Cola stock outstanding, and president of Phoenix Securities Co., principal owner of Loft shares.

CLARENCE E. ELDRIDGE, former vice-president of Young & Rubicam, New York ad agency, joins General Foods Sales Co., Inc., as vice-president in charge of merchandising of cereal products. He has been in charge of General Foods account at Y & R for the past eight years and before that was with Reo Motor Car Co.

*Photos of Messrs. Russell and Eldridge by Blank-Stoller; C. Reese, by Craine, Detroit; S. J. Case, by Underwood & Underwood.*



# How Newspaper Color Ads Built a \$1,000,000 Business in 4 Years

Hamilton Ross Factories, Inc., found a way to build new accounts for furniture stores. The basis of the idea is the "ensemble deal" offered as a merchandising package and backed up with a cooperative agreement on the cost of local color advertising.



**H**AMILTON ROSS FACTORIES, INC., Furniture Mart, Chicago, started in 1935 with an idea. Last year it did a business of more than \$1,000,000. The way things are going now it expects to top \$2,000,000 this year. It's an unusual business. Mr. Ross sums it up as this:

"Putting new accounts on the books."

We'll have to make a short mental detour to clarify that. The Ross organization works with furniture stores and chains. Furniture stores have long been beset with a particular problem. More than any other line of business it has to contend with "lookers" and "shoppers." Many furniture house executives say that not more than one in ten who come to their stores stops to buy. They look, listen and walk out.

It has always been difficult to tie them down to giving name, address and 'phone number. Without that the many calls were all but valueless; just time wasted. Hamilton Ross thought there might be a way. He had on stock a large number of Chinese lamps. The bases were hollow. He approached a large furniture store and asked:

"How much does it cost you to open up a new account; get a new name on your books?"

The furniture man agreed that it

was costly; that a survey in the industry had indicated it was about \$18. That seemed to be the general average.

"Then if you could get the name, address and 'phone number, plus the good will of your shoppers—that would be worth money, wouldn't it?" asked Mr. Ross.

The furniture man agreed. So Mr. Ross laid down his plan:

"Take one of these lamps, fill the base with iron filings, make it heavy, and have cards ready for a guessing contest. When a shopper is ready to walk out, have your clerk ask her if she wouldn't like to have a free chance to win a lamp. All she has to do is to guess its weight, fill out the card and go her way."

The furniture store tried Mr. Ross' plan. Names poured in. It succeeded in one store and soon in many. Some stores, if small, would give away ten lamps a day to those making the best guesses. Larger stores might give away from 50 to 100. The lamps retailed at from \$2.95 to \$3.95. Mr. Ross sold the lamps.

Soon the scheme expanded. Why not make buyers out of a multitude of people? Why not open up charge accounts? New accounts? Wouldn't a factory, to get large volume on a single item, be willing to make a price; take a short profit? Wouldn't a store, to book new customers, be glad to sell some item, or group of items, at a narrow margin or perhaps at no profit at all?

## \$100,000 Deals

The other day when a reporter for SM was sitting talking to M. H. Cole, secretary and treasurer of Hamilton Ross Factories, Inc., the sales manager dropped an order on his desk. He said:

"It totals up a little more than \$101,000. Not bad, eh?"

Mr. Cole reached into the pile of papers before him and remarked:

"Here's a better one, just going through the mill. It's for about \$135,000 worth of goods."

The reporter, a bit goggle-eyed, asked for the story. It goes like this:

Wanting to get rid of his lamps, Mr. Ross conceived the idea of making an ensemble deal. It combined a small table, the lamp, its shade and an ash

tray. The store advertised it as a special. It was gobbled up. So he set about to arrange other ensembles—groups of kitchenware, table set-ups, combinations of linens . . . aluminum sets, vari-colored earthenware groups, gadgets for lightening kitchen labors.

He worked out an advertising technique. Today, except perhaps for a few national advertisers, he and the stores he services are the biggest users of color advertising in the country. Through his service he spots advertising, he estimates, in 95% of all towns where rotogravure is available. If color is available he uses color usually full color. Space is bought in approximately 75% of all cities where four-color news print can be had.

## He "Bets" on Color's Power

This advertising always runs full-page or half-page. It always concentrates on a single item or a single group. More, his success in color advertising, to push special promotions, is such that he has shown the light to many other advertisers in the field who are now copying his methods.

So sure is he that his method will deliver that, literally, he "bets" with the stores that it will make good. He does this through what might be called a "guarantee of delivery." He says to the store:

"Take these color mats that I supply you, run the advertising just as I have laid it out, and if you don't sell the number of ensembles we previously agree upon I stand a percentage of the costs. We'll do it this way:

"We'll presume, we'll say, that this advertising will move 2,000 sets. Okay. I'll kick in so many dollars on the advertisement. The price of the goods is based so that every set you sell over 2,000 returns to me something on my advertising investment.

"That ought to be fair. If you only sell 100 sets its costs me a lot of money. If you sell 4,000 I get a swell break. That shows I have the confidence to back up my proposition with money."

Mr. Ross is the outside man. He selects, buys and sells the deals. In recent months he has added a sales manager and a group of road salesmen. Mr. Cole is the inside man; looks after the office detail and man-



agement. Referring to a card index, he said:

"Here's the Union-May-Stern store, of St. Louis. They've been back 25 times. To date they've used 17 full-pages in full color in the roto sections and 16 half-pages. They've contracted to continue for the rest of the year. Here's a Kansas City house that opened up more than 5,000 accounts with linen and dinnerware deals.

"We have regularly on our books such houses as Sachs Quality, Ludwig Baumann and Finlay Straus, all of New York; Straus & Schram, of Chicago; Federal Outfitting, of Los Angeles; Kane's, of Boston; Barnett's, of New Orleans; Fakes & Co., of Fort Worth, and Spear, of New York and Pittsburgh. There are many others.

"One full-page roto monotone used February 6 in the *Star-Telegram* in Fort Worth opened up 1,200 accounts with an aluminum ensemble. The price was \$12.95. Our groups, or ensembles, always sell for from \$9.95 to \$14.95. There's a reason for that. They're sold, usually, for no down payment or a very small one and 50 cents a week. That's the point of the whole thing.

### Makes a Store a Habit

"When a woman drops into a store once a week, four times a month, for five or six months, she becomes very familiar with the store. We doubt if any woman will enter a store, time after time, without buying something else. It may even be a large purchase, such as a dining room set or a bedroom suite or mattress and spring.

"We've given the furniture houses of the United States hundreds of thousands of new accounts. We get these people into the stores, compel them to come back time and time again to pay their bills, build up store traffic. If the stores can't sell them more goods it's just too bad. Look at this order, for future delivery, from a western chain."

The reporter looked. It was an order for six separate deliveries each to be backed up by the color advertising. The items were:

1. Marshall Field Linens
2. Rainbow Dinnerware
3. Marshall Field Blankets
4. Chrome Sets
5. 135-piece Dinnerware Set
6. Doll and Doll Carriage.

Mr. Cole pointed his finger to a notation. It said: "2,975 sets of each."

"We are always very careful about one thing," he said. "We try never to overload them. We figure the shipments, always, to bring re-orders. Our men are trained to analyze each cus-

The tremendous impact on the consumer consciousness of four-color, full-page space has been proved time and again by Hamilton Ross Factories, Inc., in the amazing response to advertisements such as this. Third success-making factor, of course, is the "ensemble" idea—and out of ensembles plus color plus smashing space have come hundreds of thousands of new accounts for the country's furniture stores, new peaks in the sales graphs of newspapers selling color advertising space, a \$1,000,000-a-year business for Mr. Ross.

tomers' needs, potentialities and the buying reaction of the particular city. Too, they look closely into the newspaper used to judge its standing in the community and its pulling power. About 99% of all of our newspaper advertising is in color.

"Before we go heavily into a promotion we test it out in some spot. If it goes well there it's pretty certain to go elsewhere. Communities are all much alike. After we are certain of a combination's pulling power we go into it heavily. We have today about 30 successful ensembles typical of which might be some group of kindred items such as linen and towels, or dishes, silverware, glassware, etc.

"It's all grown out of an idea and a cash capital of 15 cents."

"Fifteen cents—figuratively speaking," said the SM reporter.

"No, actual," Mr. Cole replied. "Back in the depression a manufacturing business for which Mr. Ross had turned down an offer of \$250,000 and a salary of \$25,000 a year if he'd go along into a merger petered out entirely. There wasn't a thing left. It was then he decided he was a salesman and not a manufacturer.

"One night he checked up and found himself with exactly 15 cents and his idea for opening up new accounts. We started from there. Around \$2,000,000 this year won't be bad."

"How did you manage to finance your operations?"

"It was pretty tough in the beginning. We'd sell a bill of goods and get the shipping order. Then we'd hustle around and find someone who would discount the order. It was slow, troublesome and costly. We couldn't do business with the banks. If we did more than \$10,000 a month the discount house would think something was wrong.

"Finally we got onto the factoring business that's been developing here in the Central West. We made connection with factors, Walter E. Heller & Co., and that made progress possible. Factoring enabled us to expand. The factors buy our bills receivable as fast as they come in. They also make all collections and guarantee all credits."

"You haven't used banks?"

"No, not banks. You see, the banks today loan primarily on fixed assets. In my opinion fixed assets today may be fixed liabilities. Many are beginning to think that ability to merchandise is a better asset than a factory building. At least, ability to sell never eats you up. You can't call it overhead. It's a lot more flexible than stones and mortar, machines and payroll.

"In my opinion what this country needs is better selling and more flexible financing for selling. Maybe it's coming through factoring."

# Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Journals and Posters]

## Tea Party

The Tea Bureau, Inc., has decided that strip-continuity advertising is the best way to urge the public to drink tea "not merely as an afternoon drink but as one for every meal and between meals." Ads appearing in "mass" magazines and newspapers will employ the strip technique to complement such copy headlines as "Tea Peps You Up" and "Tea Costs Less than One-Half Cent a Cup." William Esty, New York, is the agency.

On the schedule are full color pages in *Good Housekeeping*, half pages in *Woman's Home Companion*, *Life* and *S.E.P.*, color ads in *The American Weekly*, and cartoons in the Sunday comic sections of 57 newspapers in 41 cities. Campaign breaks in October, "purposely avoiding a tea week" but providing ads and display pieces "to enable grocers to capitalize on tea throughout the Winter."

## Full Line G-E

Beginning the latter part of September with two-page, four-color space in *Saturday Evening Post* and *Collier's*, and continuing until the middle of December with one-page, four-color space in *S.E.P.*, *Collier's*, *Good Housekeeping*, *McCall's*, *American Home*, *Better Homes & Gardens* and *Life*, General Electric Co. will remind the women readers of the combined 44,992,000 circulation of those magazines that "It's Easy to Stay Young Electrically." Campaign is in behalf of the full line of G-E appliances, including kitchen equipment, radios, clocks, cleaners, electric fans, etc.

G-E is spending \$500,000 on the campaign, via Maxon, Inc., N. Y. agents in charge to emphasize "the personal service which electricity provides . . . the way in which savings obtained through the use of one appliance can in turn pay for another . . . and that cost of electric current drops sharply for quantity users." Add it all up and it means that "Mrs. Twinkle," who uses electrical appliances, is 40 years young, while "Mrs. Wrinkle," who doesn't, is 40 years old. Decision to capitalize on the "basic instinct of women to stay young and beautiful," instead of emphasizing price and mechanical features, came after a consumer survey which G-E made several months ago in a group of "typical" cities and towns.

To explain the national campaign to G-E distributors, six teams composed of a representative from the agency and one from the company's appliance organization, held regional meetings late in July in New York, Boston, Detroit, Davenport, Nashville and on the Pacific Coast. To each distributor was given a "treasure chest" box, containing an accordion folder illustrating all of the insertions to appear during the campaign, dates of issue and instructions for merchandising tie-ups. Ad copy will headline periodically a merchandising deal on one appliance to enable dealers to tie-up directly with the national schedule.

The campaign will supplement the regular schedule now being carried for specific G-E appliances.

## Toast n' Jam

After Barnes & Reinecke, Chicago industrial designers, got through redesigning the complete line of Toastmaster products, including automatic toasters, "toast n' jam" sets, etc., the McGraw Electric Co. announced to its territorial managers last month "the most powerful campaign in its history."

Space in 15 national magazines will promote the revamped line, which includes two new items—Junior "toast n' jam" set and Toastmaster waffle service—from Labor Day through the Christmas buying season. Full color pages will be used in a large share of the insertions in the following schedule: *S.E.P.*, *Collier's*, *Life*, *Liberty*, *Good Housekeeping*, *Ladies' Home Journal*, *McCall's*, *Woman's Home Companion*, *American Home*, *Better Homes & Gardens*, *Cosmopolitan*, *American*, *Red Book*, *House & Garden*, and *House Beautiful*.

Erwin, Wasey, New York office, is the agency.

## Birthday

Pyrex ovenware is having a birthday this Fall—the first anniversary of its 30% to 50% price reduction—and Mama Corning Glass Works, Corning, N. Y., is giving the baby a birthday party. For ice cream and cake, Pyrex will get "the most concentrated drive ever made to boost housewares sales" in national magazines.

The campaign gets off to a start with a full-page, four-color ad in *The American Weekly*, followed by two-

color space in *S.E.P.* four-color ads in Sunday editions of the Three-Market Group (*New York Daily News*, *Chicago Tribune* and *Philadelphia Inquirer*) and *This Week*, and page space in *Good Housekeeping*, *Woman's Home Companion*, *Better Homes & Gardens*, *True Story* and *Farm Journal*.

Free newspaper mats, counter and window display cards and other dealer helps are being supplied to department stores, hardware stores, gift shops, etc., handling the Pyrex line.

BBDO, Buffalo office, is the agency in charge of the celebration.

## Dated Cells

Copy in the current campaign sponsored by Bond Electrical Corp., New Haven, Conn., is featuring the dated cells in its "Super Power" flashlight batteries "for longer battery life." Ads are running in *S.E.P.*, *Liberty*, *Cosmopolitan*, *Successful Farming*, *Hollands*, *Boy's Life* and *Southern Agriculturist*, via Edward Cave Co., N. Y.



From this poster on the outskirts of Mississippi's capital city, MP&L customers learn the news.

## Cheap Electricity

Late in June a rate reduction on electric current went into effect in Mississippi. To the Mississippi Power & Light Co., Jackson, Miss., it meant a loss in revenue of the \$265,000 Mississippians would save on electric bills during the year—unless something was done about it. It also meant that the greatest opportunity for appliance sales in the history of the company had opened up. For MP & L figured out that it would be necessary for customers to "buy five and a half million dollars worth of appliances to take advantage of the 8,000,000 kilowatt hours which the reduction would make available at no additional cost."

That \$5,500,000 worth of electrical appliances MP & L has set out to sell Mississippi consumers in an "Electricity Is Cheap" campaign. First bombshell thrown into the campaign, after it was announced to representatives of appliance manufacturers and dealers throughout the territory, was an eight-page "Electricity Is Cheap" insert in daily papers and a "strip-down" four-page edition in weeklies



announcing the rate reduction, pointing out to prospective customers "additional electrical services they can get at a negligible operating cost" and urging them "to visit their appliance dealer for needed equipment." Dealer tie-up advertising in newspapers in each locality ran to nearly 100%.

There are some 43,000 customers in M P & L territory, and the job of company salesmen is "to contact every one personally," to explain, among other things, the consumer contest in which each week three roasters and six IES lamps are offered for the best 50-word completions to the sentence: "I know electricity is cheap because . . ." M P & L sponsored ads plugging the contest and cheap electric current are running in local newspapers throughout the territory and dealers are furnished with proofs, schedules and specific suggestions for tie-in advertising. Local radio plugs, outdoor posters near the larger towns of the territory and bumper signs on company and dealer cars and trucks are carrying the message that "Electricity Is Cheap" to Mississippians.

To dramatize the story of cheap electricity, M P & L rigged up a "medicine show" to tour the territory. A sound truck, one side of which opens up to reveal a stage holding a bicycle, lamps, toasters, fans, etc., connected to a generator. The public is invited to "step up and generate electricity, toast a piece of bread, light a lamp, and we'll pay you for your work just as our customers pay us for doing the same job." Payment is made with a half a one-mill tax token.

Special tags for appliances on the dealers' sales floor, counter cards and window displays are also being furnished by the company. Early in June

M P & L offered special sales training to dealer salesmen in the territory. Dixie Advertisers, Inc., Jackson, is the agency in charge of the campaign.

### Crown Tested

Carrying on where its Spring campaign left off, American Viscose Corp., New York has taken space, via J. M. Mathes, N. Y. agents, in 12 magazines to continue its drive to establishing the "Crown Tested" symbol as identification "of properly tested rayon merchandise."

A four-page, two-color insert in *Retail Executive* announced the campaign to the trade, and consumer advertising, beginning in September, will follow in *Ladies' Home Journal*, *Good Housekeeping*, *McCall's*, *Woman's Home Companion*, *Vogue*, *Mademoiselle*, *Harpers Bazaar*, *Vogue Pattern Book*, *McCall Fashion Book*, *House & Garden*, *House Beautiful* and *Esquire*. Consumers will be reminded that the Crown Tested symbol on merchandise tags means that "such merchandise has been check-tested and approved by the Better Fabrics Testing Bureau—the official analytical laboratory of the National Retail Dry Goods Association—for washability, color fastness, tensile strength, and various other points of consumer satisfaction."

### Dealer Aid

Last year Gruen Watch Co. hit upon the advertising slogan, "Gifts from Your Jeweler Are Gifts at Their Best," which so pleased Gruen retail dealers that many of them sat down with pen and paper and wrote the company asking that the promotion be continued. Having found from experience that helping the dealer helps the company,

Gruen will bid for the Fall and Christmas watch trade with the same theme and an enlarged advertising budget.

Three additions to the Gruen line will get special attention in the coming campaign: A new "Veri-Thin" wristwatch for women, "Veri-Thin" pocket watch for men and a new "Curvex" wristwatch for men.

Consumer ads will run, via McCann-Erickson, N. Y., in *S.E.P. Life*, *Vogue*, *New Yorker*, *Esquire*, *Liberty* and *Christian Science Monitor*. Present plans call for a December splurge: Four-color, double-page spreads in *Esquire* and *S.E.P.*, one page of which will be devoted to Gruen products, the other to the interests of Gruen retail dealers. Spot radio time announcements, newspaper promotion for local dealers and outdoor ads continue.

Full-page space in *American Journal of Nursing*, *R.N.*, *Medical Economics*, *Journal of the American Medical Association*, *Contractors and Engineers Monthly* and *Engineering News Record* will plug Gruen professional model watches.

The new Gruen watches were introduced and advertising plans announced at the Gruen semi-annual sales convention last month in Cincinnati.

### Rope

The story goes that following last September's hurricane in New England, a Quincy, Mass., sloop owner found his craft with the oak rail and bulwark badly damaged by a rope—a Plymouth rope—sawing back and forth. The rope itself remained hardly frayed.

That unusual experience, and others, Plymouth Cordage Co., North Plymouth, Mass., is telling about in its current campaign running in *Cord Age*, *National Safety News*, *Technology Review*, *Marine Engineering and Shipping News*, *Marine News*, *New York Maritime Register*, *Pacific Marine News*, *Atlantic Fisherman*, *Fishing Gazette*, *Pacific Fisherman*, *Hardware Age*, *Hardware Retailer*, *Hardware World*, *Southern Hardware*, *Farm Town Hardware*, *Ski Bulletin*, *American Ski Annual*, *Yachting*, *Motor Boating*, *Pacific Motor Boat*, *New England Yachtman*, *Mill and Factory*, *Timberman*, *Purchasing*, *Oil and Gas Journal*, *Oil Weekly*, and four Canadian publications.

Plymouth ads are also calling attention to the part Plymouth rope played in rigging the 135-foot replica of a three-master merchantman lying at dock in the New England Exhibit at the New York World's Fair. The ship required about eight tons of cordage, and Grover Whalen took occasion to point it out as "the most outstanding and unique exhibit at the Fair."



"Step up and generate electricity . . . we'll pay you for your work," cries the Barker of Mississippi Power & Light Co.'s traveling "medicine show."





Ewing Galloway

## Dog-Loving Americans— What They Spend on Their 12,000,000 Pets

**C**ONCEIVE, if you can, the consternation which would ensue if some modern Herod would decree that all dogs in our land should be exterminated. Grief over lost pets would cause heartaches aplenty, of course. But it would be the widespread economic loss—the wiping out of hundreds of businesses—that would cause many another heart to break.

Statistics about dogs and the industry they represent are plentiful, but there is bewildering discrepancy in them. The claim is sometimes made that dog food is the world's largest single unit canning industry. More often, however, we hear that it ranks second only to the canned milk industry. The New York *Mirror* estimated our national dog food bill last year as \$650,000,000 (compared to \$150,000,000 for shoes); The New York

*Journal-American* stated that in 1937 the dog food industry produced more than 500,000,000 pounds of product. One manufacturer estimated the nation's annual dog food business at \$50,000,000. *Life* recently set the figure at \$100,000,000.

These discrepancies doubtless result, in part, from the fact that some of the statisticians are referring to canned dog food; others to both the canned and the dry packaged variety (including biscuits); and others to all food consumed by the animals, including scraps from the table.

If, as some authorities claim, the average cost of feeding a dog is ten cents a day; and if, as A. F. Jones, of the *American Kennel Gazette*, estimates moderately, the dog population of the U. S. is 12,000,000 (estimates of 14,000,000 and 15,000,000 are often heard), the annual dog food bill

might be as high as \$400,000,000. In announcing plans for National Dog Week last year, the executive secretary of the sponsoring organization stated that \$750,000,000 had been spent the previous year for dogs, their care and feeding. No matter what the correct figure may be, there's no doubt that dogs are "big business."

The aristocrats of the canine world are the 650,000 registered by the American Kennel Club. Of these, about 100,000 are show dogs, whose annual expenses averages \$500 apiece. This covers transportation, entry fees to an average of 20 shows, and the services of professional handlers; but not food and "incidentals." The showing of dogs is an industry in itself, and it puts a pot of money into circulation each year. There are, for example, 411 licensed handlers in the U. S., some of whom earn from \$15,000 to \$20,000 in good years, part of this in bonuses from prize money.

### Ubiquitous Dog Shows

Prize money, incidentally, is no bagatelle. At Mrs. M. Hartley Dodge's annual Morris & Essex Show it ranges from \$20,000 to \$25,000, and at the Westminster Show it averages \$20,000. The American Kennel Club puts up \$10,000 a year in prizes at various shows.

The number and types of shows held in this country are beyond estimation. There are the big shows, major events in the social calendar. There are smaller shows for special breeds. (Thus far the American Kennel Club has recognized 109 breeds.) There are local shows in dozens of communities. And who dares to exclude the shows put on by enterprising retailers, such as that of Bloomingdale Bros. in New York, with prizes for dogs of mixed breeds, for the mutt with the kindest face, the curliest tail and the largest feet?

The largest of these annual events, in the number of dogs shown, is Mrs. Dodge's, at which there were 4,213 entries last year. The Westminster Show at Madison Square Garden in New York is better publicized, partly because of its traditions and its age (63 years), and partly because of the lavish scale of its production and the big audiences it attracts. At this year's show, held in February, 3,069 dogs went through their paces before an audience that paid upwards of 50,000 fancy admission fees in three days.

There are fashions in dogs, and the big shows are said to set them. Westminster, in particular, is reputed to have contributed to the popularity of certain breeds. But there are other

SALES MANAGEMENT

factors, such as the stamp of approval of social leaders or prominent persons with a flair for setting styles. The stage and movies play a part in molding the public's fancy. "Flush," for example, in "The Barretts of Wimpole Street," is credited with having boosted the demand for cocker spaniels; and "Asta" in the series of "Thin Man" pictures was a missionary of good will for the wire-hair terrier breed.

Largest item in a dog's budget, more than everything else combined, is his board bill. Consequently, dog food—both the canned and the dry varieties—represents a major industry. There are hundreds of organizations engaged in the manufacture of dog food, some having only local distribution, many offering inferior products sold for as little as four cents a tin. The well-established, larger firms pride themselves on their high standards. As a rule, their products are government-inspected, and they would like to see Federal inspection made compulsory.

A representative of one tells SM: "We know of no 5-cent dog food now produced under U. S. Government Inspection." Several of these well-established firms are members of the American Institute of Meat Packers, which has set up a dog food bureau that supervises formulas.

### Ever-Growing Ad Budgets

The economic importance of dog food lies not only in the investment tied up in its manufacture and the number of persons engaged in its production. The industry has prospered through promotion, to which it lends itself to a marked degree. Advertising budgets of the larger producers are comfortably plump.

The health theme is favored in advertising, and there is much talk of vitamins. Four manufacturers are using on their labels the seal of the American Animal Hospital Association, the canine equivalent of the American Medical Association's stamp of approval of products for human consumption.

Oldest of the dog food companies is Spratt's Patent, Ltd., Newark, N. J., founded in 1860 as a small store selling dog biscuits baked by the owner, James Spratt. It now has factories in foreign lands and world-wide distribution. The firm added a line of dog remedies in 1874, accessories (leads and collars, etc.) in 1876. Since 1895 it has distributed 11,754,000 copies of a free booklet on the care and feeding of dogs.

The last section of Spratt's book is arranged catalog-fashion; it lists hundreds of products for dogs. There are several dozen dog medicines that may

be bought "at pet shops, drug stores, department and sporting goods stores, feed and seed stores." Appliances and supplies include blankets, sweaters, nail nippers and files, tooth forceps

Fido's share of the national income is no drop in the bucket. It's big business. By the time he's fed, housed, clothed, groomed, and supplied with little niceties like flea lamps, exercisers and rubber playthings, the bill runs somewhere in the neighborhood of \$750,000,000.

WAGGING TAIL AND BOW-WOW:

"Thank you  
Railway  
Express!"

That's how your dogs feel when they travel by fast Railway Express—happy, watched over, direct from kennel to consignee, with prompt receipted delivery. Low, economical rates, and no extra charge for care, or for pick-up and delivery in cities and principal towns. Nation-wide service through 23,000 offices—complete and perfect for breeders, owners, and exhibitors. For rates and service, phone our local agent. He's a good man to know.

1839... A CENTURY OF SERVICE... 1939

**RAILWAY  
EXPRESS  
AGENCY INC.**

NATION-WIDE RAIL-AIR SERVICE

See the RAILWAY EXPRESS exhibits at the New York World's Fair and the San Francisco Golden Gate International Exposition

Time was when Rover's crate was hoisted into the dark Sahara of the baggage car to the tune of Junior's tears and snuffles, and Papa's shaken reassurance that "the man does have a kind face." Nowadays, though, railroads glow with modest pride over the care they provide for canine travelers, and Railway Express goes to considerable expense to solicit their patronage—for example, in ads such as the one above.

and whelping forceps, medicine spoons, feeding bottles, dishes, muzzles, balls and toys, carrying baskets and sleeping baskets, shipping crates (from \$9 up). There are even whistles, one of them "Silent"—at \$3.50. Nearly 100 objects for grooming dogs are listed, mainly combs and brushes. There are also sections devoted to chains, collars and leads, etc.

A pioneer in the field, Chappel Bros., Inc., Rockford, Ill., has been marketing dog food in cans since 1923, and its aggressive merchandising and promotion methods have helped the entire dog food industry. Backbone of the line is Ken-L-Ration, now promoted largely through the theme of its Earlyne content (eight vitamins). Current labels on tins of both Ken-L-Ration and Ken-L-Lac (Chappel's liquid pet food) are illustrated by photographs of Chappel-fed Champion dogs; these labels are being merchandised through the company's offer of enlargements of the photographs, suitable for framing, one in return for three folders obtained through the purchase of the product. There are pictures of 24 breeds, and impatient consumers may obtain the entire set by sending \$1 plus three folders (or three Ken-L-Ration or Ken-L-Lac labels).

### Promotion Is Many-sided

Chappel also publishes a house organ, "News and Views," and a "Life-Span Feeding Plan" booklet for kennel operators. Distribution is effected through jobbers. The company is generous with dealer helps that are timely and often appealing.

For example, a recent window sticker shows a can of Ken-L-Ration with a wire-haired terrier on the label and a photograph of Constance Bennett bathing Mr. Atlas, the Ken-L-Ration-fed wire-hair famous for his roles as Asta in the "Thin Man" productions. The sticker advises, "See Mr. Atlas in 'Topper Takes a Trip' at Your Local Theatre," and refers to the dog's diet of Ken-L-Ration. The company also manufactures Ken-L-Biskit, Ken-L-Worth and Maro-Meat.

The Chicago meat packers, Wilson & Co., manufacture Ideal dog food, at ten cents in cans, "a balanced ration of meat, salmon, cod liver oil, carrots, cooked bone, wheat cereal, and rice and barley cereal." The company uses interesting promotion plans, one of the earliest being the presentation of Snoozer, "the Ideal Dog," a toy collie that demonstrated animal intelligence on the stages of Warner Bros. theatres. Wilson also presented in Chicago "an air-conditioned billboard" in the shape of a modern kennel, in which American breeds of dogs were





presented weekly along with the services of expert dog fanciers, who were available for consultation.

Wilson's current promotional program, which is attracting much attention, is a "Lost Dog Directory" service. The plan consists of furnishing free space in newspapers, near the "Lost and Found" column, for owners to announce the loss of their dogs, with descriptions of the animals. Space is also provided for those who wish to announce that they have found stray dogs. The system was launched in the *Chicago Evening American* and has been extended to papers in other cities. The company has been highly praised for its restraint in using practically no advertising in the column beyond mentioning its name as sponsor.

Like the other leaders in the field, Wilson distributes literature on the nutrition of dogs, the history of breeds, etc. The company maintains a research foundation at a university and sends a representative to the American Veterinarian Medical Association. Dr. R. F. Eagle, a well-known veterinarian, is a vice-president of the company and advisor to the dog

food department. It publishes a "Dog Guide," with pictures and descriptions of 34 breeds. It also distributes a catalog, "Beautiful Gifts for Ideal Dog Food Labels," with photographs and descriptions of two dozen premiums, dishes, kitchenware, cameras, games, etc.

John Morrell & Co., Ottumwa, Iowa, marketed Red Heart dog food several years without making any special attempt to feature it. In 1934 the product was re-labelled and offered in three flavors—beef, fish and cheese; and the sales curve turned sharply upward. J. K. Kloehr, of the firm's Savory Foods division, tells SM: "Latterly we have devoted the greater part of our advertising appropriation to magazines, radio and point of sale displays. Under the heading of magazines we include a fairly substantial list of general magazines, both weekly and monthly, in addition to trade papers and those magazines published for veterinarians, breeders, and others with special professional interest in dogs."

The company's radio programs are mainly network shows, with some spot

broadcasts where the market seems to warrant or demand them. Bob Becker, canine expert on the Red Heart programs, talks on such themes as "Too Many Bosses May Spoil a Dog," "Teaching a Dog Good Car Manners," "What to Do if You Get a Pup for Christmas." (Becker estimated that 500,000 homes received puppies for Christmas.)

Morrell uses premiums less than some of its competitors. Through the Boy Scout movement, it worked to stimulate interest in a Merit Badge for dog care. Says Mr. Kloehr: "We have always been interested in anything that would persuade people to enter the happy state of dog ownership. A considerable quantity of our advertising space has been devoted to this theme."

### "Mutt Shows" Help Pard

Another old-timer in the field is Pard, formerly sold by an independent company but taken over six years ago by Swift & Co., under whose sponsorship sales have risen 1,000%. The product is advertised in 11 dog and sporting journals and in *This Week*, *Life*, and *American Home*. Current copy theme is results obtained in feeding Pard to the 70- to 80-odd dogs in Swift's research kennels in Chicago. A typical advertisement shows photographs of "4 Generations of Dogs Raised on Pard and Water—and Never a Digestive Upset!"

Swift is promotion-minded, furnishes mats and advertising allowances to dealers; provides them with such sales aids as window streamers, posters, and displays. It sponsors "mutt shows," a typical one having brought out the local Legion and firemen's bands, the mayor as a judge, and 400 children whose pets competed for prizes—leashes, collars, cases of Pard, etc.—for "dog with longest hair," "biggest feet," etc. Such shows are, of course, staged through local dealers.

Puppies from the Swift kennels are given away, usually as prizes, to the firm's sales staff, for selling Pard. Eighteen are to be given in a contest that started in April, every Pard order taken by one of Swift's 600-odd salesmen entitling him to a ticket, winning names to be drawn from a box.

A number of manufacturers of products for human consumption have begun to tap the dog market, either by adapting an already existing item for canine consumption or by developing something new that can be produced and, as a rule, distributed without disturbing the company's original set-up. Fleischmann's Yeast is being adver-

(Continued on page 58)

SALES MANAGEMENT



# What the St. Louis Sales Managers' Bureau Is Doing to Help Salesmen

This is the program which this year won the Sales Management silver cup award for the sales executives' club which has done the most for salesmen in its community.

(This year SALES MANAGEMENT magazine offered an award, in the form of a silver loving cup, to be presented by the National Federation of Sales Executives to the club affiliated with the Federation which had shown the greatest degree of accomplishment in constructive effort to help the salesmen in its community. The cup was presented to the St. Louis club at the Annual Convention of the Federation held in Philadelphia in June.—THE EDITORS.)

WHISPERS began to come out of St. Louis as long as three or four years ago that something of unusual importance was being done there for salesmen. Within the year these whispers have become a shout. The climax came, and nation-wide attention was focused on these activities when, last June, the Sales Managers' Bureau of the St. Louis Chamber of Commerce won the SALES MANAGEMENT Annual Award at the annual convention of the National Federation of Sales Executives in Philadelphia.

This award, a silver cup, is made to the sales executives' club affiliated with the Federation, which does the most for salesmen in its locality. To tell the story one must go back a matter of six years. George A. Marklin, director of the Bureau, sums up the hope and ambition of the St. Louis organization in these words:

"We proceeded on the theory that anything we could do to do a better selling job, to sell more goods, would redound to the benefit of St. Louis—make it a better business city.

"When we instituted the program, six years ago, we did so on a modest scale. Previously we had worked largely through sales managers, bringing the sales manager constructive information of value to him. Then we launched a series of four evening meetings a year—for salesmen. Every salesman-employing company holding membership in the St. Louis Chamber of Commerce was invited to participate.

"These meetings were designed primarily for salesmen. Tickets were sold for \$1.50 for the four meetings. The purpose of the charge was not to

make money but to absorb the overhead of the meetings such as the rental of the meeting halls, etc. Last year the average attendance was more than 1,400; top attendance about 1,800.

"In addition to this special activity, St. Louis salesmen were invited to share with sales managers certain meetings where it was felt there would be a direct benefit to them. This was true of a series of lectures on letter writing and practical speaking as well as of several of the regular Friday luncheon meetings which were primarily organized for sales managers.

"The lessons in letter writing were aimed to benefit anyone who, in his business duties, had anything to do with letter writing. That took in a rather broad field. The lessons in practical speaking were not classes in oratory but were designed to aid the salesman in making a more effective presentation of his selling message either to an individual, a group, or before a public meeting—which seems to be all-inclusive.

"A large part of sales management is concerned with preparing the salesmen for face-to-face contact with the customer. Attention must be directed toward what the salesman does during each contact. He must become accustomed to the analysis of each sales

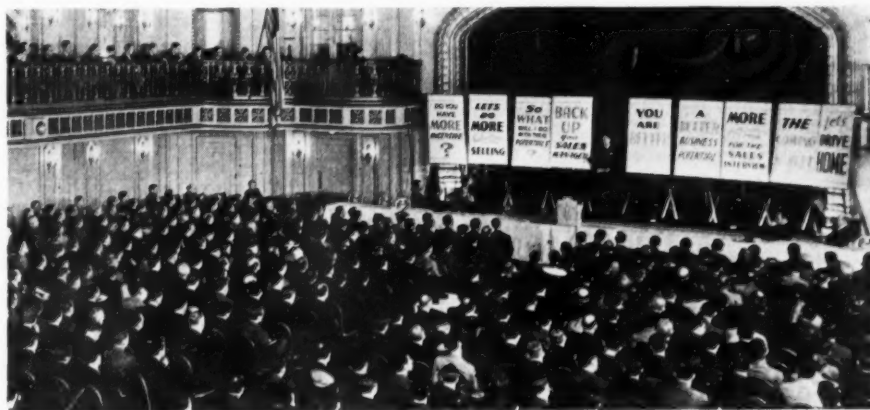
need, the most effective use of his sales helps and, finally, the presentation of his proposition in accordance with the principles of successful persuasion. This was the major emphasis of the salesmen's meetings.

"Use was made during the series of a number of different but effective aids to instruction. Charts, sales helps, demonstrations, talking pictures, sound slide films and other media were used to get the messages across. A brief period of entertainment was provided at the beginning of each meeting to get attention and put the audience in a receptive frame of mind.

"The Sales Managers' Bureau of the St. Louis Chamber of Commerce usually operates two or more good will trade trips into outlying territory each year. So, in the course of events, we began holding salesmen's meetings in various cities. We've held them in such spots as Fort Smith, Ark., Evansville, Ind., Pana and Effingham, Ill., Hannibal and Jefferson City, Mo.

"Business men in Jefferson City were so pleased with the results of our meeting there that they asked us to help organize a series of them, to be held under local auspices, and a number of our men went up. They held one meeting each month last Winter with an average attendance of 400 per meeting. Several other towns are now planning similar efforts and the circle is expanding.

"It gives us a great deal of satisfaction to see our efforts for better salesmanship broaden. We feel that better salesmanship is an important factor



That salesmen are hungry for information that will make them *better* salesmen was proved last Winter when an average of 1,400 men attended each of the evening meetings held by the Sales Managers' Bureau for the salesmen of St. Louis. Here they are listening to Fred B. Heitkamp, vice-president in charge of sales, American Type Founders Sales Corp.

in the progress of the nation and we are happy to have a share in the work."

St. Louis, as all should know, has its full quota of old and established manufacturers, distributors and wholesalers. Sales managers and executives of these houses have been mustered liberally into the lecture service for the various meetings and a considerable number of nationally known sales chiefs have been imported from time to time.

Some of those who have appeared at various times on the St. Louis programs are:

Herb Metz, sales promotion manager, Graybar Electric Co., New York; V. E. Vining, director, department store sales, Westinghouse Electric & Mfg. Co., Mansfield, O.; W. D. Galpin, Specialty Appliance Sales Division, General Electric Co., Cleveland; R. C. Borden, sales promotion manager, The Borden Co., New York; C. A. Spiegel, sales promotion representative, Servel, Inc.; Gene Flack, Trade Relations Counselor, Loose-Wiles Biscuit Co., New York.

Among the sales specialists resident in St. Louis who participated as speakers are:

R. A. Stearns, Shell Petroleum Corp.; E. N. Lashmet, Liberty Mutual Life Insurance Co., now residing in Philadelphia; J. A. Worsham, sales consultant; John S. Jones, manager, Sales and Cost Analysis, Ralston Purina Co.; G. J. Gay, manager, Corn Products Co.; R. W. May, manager, Standard Oil Co., of Indiana; John Barrie, sales manager, Butler Brothers, and E. W. LaTourette, branch manager, Underwood Elliott Fisher Co.

### Letter Specialists Cooperate

Dr. R. D. Wagner, head of the Department of Speech Arts, St. Louis University, conducted the series of lectures on business speaking, and L. E. Frailey, formerly director of letter service, Dartnell Publications, Chicago, headed the course in business letter writing.

The above list is by no means complete and is given only to indicate the type of standing of the specialists who answered the bell when the appeal came for help in the program.

During the Summer months the Bureau's program calls for 16 weekly round table meetings. Eight feature actual sales demonstrations and eight are "Prof. Quiz" meetings; three-minute talks on specific sales problems. The speakers, successful executives in the sales field, are given their subjects in advance and they work them out carefully.

Usually the subject takes the form



of a question. Here are a few cribbed from the 1939 Summer programs: (with the speaker.)

What are your best sources for obtaining salesmen?—W. L. McIlroy, state manager, Investors' Syndicate.

What qualities do you seek in selecting salesmen?—Frank M. See, general agent, New England Mutual Life.

To what extent should a man be trained before he is permitted to call on the trade?—Clark C. Smith, assistant manager, Standard Oil Co. of Indiana.

How do you train men for better salesmen?—E. G. Berger, manager, Miller-Bryant-Pierce Co.

Do you have a new man work with an experienced one and for how long?—V. A. Hart, manager, Royal Typewriter Co.

How do you make your sales meetings interesting and effective?—Lester Reinke, Weber Implement & Auto Co.

Do you think the quota system is good and how do you compute quotas?—Joseph G. Noh, vice-president, McKesson & Robbins Co.

What do you consider the necessary requisites of a successful sales campaign?—Sidney Carter, Simmons Hardware Co.

What is your opinion of sales contests as a sales stimulator?—James A. Maritz, Maritz Watch Co.

Henry J. Reinhardt, vice-president of the Frank Adam Electric Co., is president of the Sales Managers' Bureau for the current year. He is also vice-president of the National Federation of Sales Executives. He was asked to sum up his views, evaluate the program. He said:

"There are many salesmen and many executives in St. Louis, as there are in any other city, who because of their age, position and station in life just won't go to any established school. They feel embarrassment at the very thought of it. We find that we can get them to take part in our work.

"If we can put out a program that will make better selling that means better business. If we can get better business that means a better St. Louis. We've found plenty of good men here in St. Louis who are willing to work to help others. They have ideas that are valuable to others. They are unselfish in passing them out.

"We have been able to get excellent men, big men, to come here from other cities—Chicago, New York, Cleveland, many places. Bruce Barton has promised to be one of our speakers this year. Last year at one of our meetings we had more than 200 men in the audience from outside cities. They came from as far as Chicago and Omaha. This featured meeting, our Sales Executives' Conference, will be held this year late in November."

The writer happened to be in St. Louis on a Friday and attended one of the weekly luncheons. It was run off with precision. Each speaker talked just three minutes. Questions from the floor followed. There were more than 100 men present. They were mostly sales executives. It was strictly a business meeting. There was no fooling. Questions were sharp and the answers incisive.

They've been running these meetings in St. Louis so long that they know how to do it. Sometimes someone disagrees with a speaker and when he does he lets everyone know about it. But not volubly. These men work with precision. The writer has been a reporter for a long, long time. He has sat through, yes, thousands of meetings, luncheons, banquets; listened to millions of words, not all of which have been interesting or edifying.

They do it rather well in St. Louis. It's rather pleasing, now and then, to run into something like that. It gives a word carpenter pleasant wood to sink his tools into.



FRANK R. PIERCE, former manager of household sales, Frigidaire division, General Motors Corp., goes to Nash-Kelvinator as general sales manager of the Kelvinator division. He succeeds Henry W. Burritt, who resigned to become president of Eureka Vacuum Co. (See News Reel, p. 17.)

SALES MANAGEMENT





Eveready Prestone takes a familiar character, Rip Van Winkle, and turns him into a salesman, via the "feature picture" of its movie program. Here Blacksmith Rip, Jr., laughs at the plight of a motorist in need of gasoline, while Rip, III, apologizes for his father's indifference.

## Eveready Fashions a 5-Star Hit for 800 Dealer Meetings

**W**HEN Eveready Prestone dealers gather for the series of dealer meetings just begun by National Carbon Co., New York, subsidiary of Union Carbide and Carbon Corp., they will hear the story of the company's Fall advertising and merchandising campaign for Eveready Prestone anti-freeze in a movie program, complete from comedy to feature attraction.

National Carbon has scheduled more than 800 dealer meetings at which the films will be shown all over the country this Fall. To the dealers attending those meetings National Carbon felt that it had a big story to tell.

First, it wanted to introduce to them the current advertising campaign which the company is sponsoring to back up the dealers' efforts to sell Eveready Prestone anti-freeze. It wanted to remind them of the research that goes into the production of the product, to tell them about the reduced price of Eveready Prestone, and to offer them a gift. It wanted to give them pointers on selling Eveready Prestone anti-freeze which they could take away and use in future selling. And last, it wanted to inject a note of entertainment into the meetings.

To put all of that into one movie would have called for a film too long for sustained attention, or one in which only the high spots were brought out. Instead, National Carbon decided to depart from the ordinary use of commercial films and produced a complete movie program, patterned after a typical program of an entertainment movie house. There's a Mickey Mouse comedy, a "March of Time" news reel, a

Except for the free set of china, National Carbon's dealer meetings are a replica of a movie program, complete with feature, news reel, Mickey Mouse.

"coming attractions" announcement and a feature picture. Running time of the program is an hour and ten minutes.

Supervised by Wilfred S. King, director of the motion picture department of J. M. Mathes, Inc., New York agency in charge of the Eveready account, the program gets off to a humorous start with the Walt Disney black and white cartoon, "Mickey's Filling Station." The cartoon is strictly comedy, without a plug for Eveready Prestone anti-freeze. It was produced originally as an entertainment feature, and, according to Mr. King, is the first Walt Disney entertainment short to be used commercially.

Although not produced specifically for the National Carbon show, "Mickey's Filling Station" is a fitting beginning for the program, being a farcical treatment of a situation familiar to most service station operators: The tribulations encountered in trying to please a disgruntled customer. Mickey is the service station owner; Donald Duck and Pluto his helpers.

For the show March of Time released the first industrial movie to come from its Industrial Research Bureau, organized recently to produce commercial films "in the March of Time manner." Under the title "Anti-

freeze—a Story of Scientific Research," the March of Time film, voiced by March of Time Announcer Van Voorhees, is the story of the development of automobile protection against freezing from the beginning to the present Eveready Prestone product. All shots were made in National Carbon laboratories to depict actual research, testing and production processes that contribute to the manufacture of the company's anti-freeze.

The "coming attractions" technique National Carbon used to introduce its 1939 advertising and merchandising campaign to its dealers, "after the fashion of a motion picture house's sales talk on scheduled features for the coming week." Dealers learn that National Carbon's coming attractions are an increased advertising campaign for Fall, a reduced price of \$2.65 per gallon and a gift to dealers.

As the feature picture of the program National Carbon adapted the story of Rip Van Winkle to its own purpose in a film entitled "Rip Van Winkle, Jr." Rip Van Winkle of the Eveready Prestone movie, the audience is told, is the great grandson of Washington Irving's original Rip.

As the movie begins, it is the year 1914 and Rip Van Winkle, Jr., is the unprosperous proprietor of a blacksmith shop in the mountains of New England. Although there is such a thing as the automobile, Rip, Jr., has no faith in it.

Of opposite views is Rip's young son, Rip Van Winkle, III, who thinks that the automobile is a wonderful invention and tries to persuade his father that there's money to be made by putting in a gas pump. Then there's Rip's wife who has no patience with her husband's stubbornness about the place of the horse and buggy and who upbraids him, as in the original story, until he takes refuge in the nearby wood where a magic drink offered him by the wood gnomes puts him to sleep for 25 years.

On awakening in 1939 Rip returns to his native haunts to find, in place of his smithy, a modern filling station, owned and operated by young Rip.

Around the story of Rip Van Winkle National Carbon has traced the development of the automobile industry from 1914 to 1939 with emphasis on the part Eveready Prestone anti-freeze has played in the development.

Both the "coming attractions" feature and "Rip Van Winkle, Jr." were produced by West Coast Sound Studios, New York. Bell & Howell 16 mm. equipment is being furnished, along with prints of the movies, for showing before the dealer meetings.





Thar she blows! The hay-fever season has arrived on schedule. And I challenge any man who thinks it's a joke to swords . . . at 40 paces!

The hall clock chimed a resonant three, and I tumbled out of bed to jot down a note by the light of my Eveready candle. A reminiscent line, born in that twilight zone between dreamland and consciousness, but maybe Station WBAL, the Sunpapers, or my very good friend Joe Katz can find some way to capitalize on it: "7 Keys to Baltimore."

Ed Pope offers a style caption: "Young Lady with a Bright Fuchsia."

The same contrib says he'll bet an 80-billion national income against a potted chicken that some future historian will refer to the political big shots of our decade thus:

Guns to the Left  
Guns to Right  
Follied and blundered.

Hump Bourne, who ought to know, says a good advertising man is short on words but long on ideas.

Whitman's (chocolates) say it's fun "living from hand to mouth."

Those who Danzig must pay the piper.

Recommended to our lady readers: "Advertising Careers for Women," sponsored by the Philadelphia Club of Advertising Women, edited by Blanche Clair and Dorothy Digman. A symposium by some of the brighter advertising minds, and a guide-book for all women who think they would like to break into the advertising game."

Pun to end puns: "Meat-chew at Longchamp's!"

Aside to "Armac": You'll never be asked places if we print it.

Stopper by Macy's, based on a remark about a certain columnist: "No need to look like an unmade bed!"

All summer I have been fascinated by the little ads of our local movie houses and have wondered how they select the adjective they wish to apply to their particular air-conditioning. "Scientifically" air-conditioned are 22 theatres; 19 are "healthfully" air-conditioned; four are just plain "air-cooled" and three are merely "air-conditioned." One vote each goes to the following: "Carefully," "Perfectly," "Moderately," "Delightfully," and "Air-Conditioned by York." One lone exhibitor shows some imagination (though not much) by using a jingle: "Forget the heat in any seat."

Just outside my window history was made less than five minutes ago. For the first time an autogiro landed with the greatest of ease on the roof of Philadelphia's comparatively new post office. A standard plane buzzed around while all this was going on, looking a trifle incompetent and embarrassed.

Webb Publishing Co.'s Talbot Hatch has made me a charter member of the Friends Who Have Never Met Club. He is the founding father.

Philadelphia in Summer, is also "The City of Smotherly Love."

Its city charter, come to think of it, should begin: "When in the course of humid events. . ."

Add Danzig: Ed Pope, on vacation, wires in his title for the Hitler-Chamberlain polka: "Danzig in the Dark."

For the record: In Philadelphia there is a "New Deal Wrecking Co."

Out of sight is out of mind, and out of reach is out of reason. Goods well displayed are more than half sold already.

When the bacilli of surveyitis, however benign, invade the bloodstream, little can be done about it. Right on the heels of a big survey (S-P, Aug. 1), the Chicago *Evening American* is out with another one, "The Heart of the Chicago Market," which is covered by guess what paper.

If eyes are the windows of the soul, then windows are the eyes of the sale.

Canadian Noxzema's Marvin Shaw is intrigued by a simple but pertinent telegram sent to a friend of his attending the Toilet Goods Convention at Lucerne, Quebec, which read: "Bromo-Seltzer-Bromo-Seltzer-Bromo-Seltzer-Sympathy." It sounds like a class yell.

Garrett Price kidded a certain type of radio-commercial, and very effectively, with his cartoon in the *New Yorker* showing a couple of hill-billies lazing under a tree. One of them is handing a jug of "corn" to the other and saying: "Take a slug of this, Zeke. I think you'll like its tangy goodness."

"In Michigan the thumb district stands out in buying power"—pat title on an informative data-book put out by the Port Huron *Times Herald*, illustrated with Pictographs in the manner of our own Phil Salisbury.

Has the Rudy Vallee hour deteriorated, or do I expect too much?

"Permanized Selling," a little sales bulletin of Whiting-Plover Paper Co., has added an interesting department, "The Letterhead Clinic," in which it rates the effectiveness of various business stationery.

No wonder L. R. Alwood has been missing so long as a contributor to this department. He now has a daily column of his own for Marshall Field, under the pen-name "Caleb." A nice job he's doing, too.

As we left the local parking lot one evening recently after dinner, we glanced at a house that backs upon it. "There's the chiropodist," said the Missus, "emptying the garbage, even as you." "Yeah," I said in my wag-gish way, "he's taking out the corn."

Hazard Adv. Corp.'s Ted Pittenger sends a slogan for Sloan Valves: "We flush with pleasure."

What every tourist knows: You don't have to be a sugar-planter in order to go to Cuba and raise cane.

Add pessimism definitions, by J. M. Trittenbach: "A pessimist is an optimist who tried to practice what he preached. The greatest pessimist is the fellow who thinks life isn't worth leaving."

T. HARRY THOMPSON  
SALES MANAGEMENT

"...tell us why  
you deserve your  
standing in your  
market"

## A LOGICAL QUESTION THAT HAS INNUMERABLE ANSWERS

... and not a single one in our ABC statement or on our rate card! The story of Oklahoman and Times' popularity with readers and effectiveness for advertisers is not one of rates, circulation facts or lineage. It is contained in the everyday, expected job of serving Oklahoma... of fostering every constructive program, fighting every destructive machination that in any way affects the everyday lives of Oklahomans.

**GUARDIAN**  
OF **Community  
Welfare..**

### SCHOOL BOARD CORRUPTION EXPOSED . . .

● Oklahoma City's school board acquired an unsavory reputation, irregularities and corruption suspected. But it was only through the ceaseless hammering of The Oklahoman and Times that a grand jury investigation was called, convictions secured.



### PUBLIC OPINION CRYSTALIZED ON WATER SUPPLY . . .

● Public elections failed to solve the question of a new water supply for Oklahoma City. Then a straw vote by The Oklahoman and Times secured a definite opinion which has pointed the way to settlement of a much discussed problem.



**CHAMPION**  
OF **Oklahoma  
Housewives**

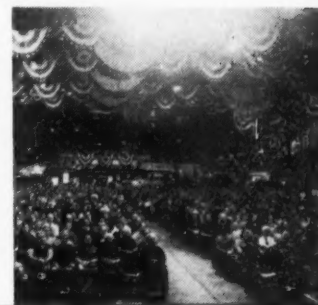
### SALES AND SAVINGS THRU CITY-WIDE EVENTS

● Oklahoma City housewives look forward to Oklahoman and Times sponsored special sales events. Merchants plan for them months ahead. They mean generous savings... a sure-fire way to ring up record sales... to build good will.



### THEY LEARN ABOUT COOKING FROM HER

● "Aunt Susan" is Oklahoma's housewife-in-chief. Each year she packs one of Oklahoma's largest auditoriums for her annual five-day cooking school. Her daily and Sunday column in The Oklahoman is a prime favorite with Oklahoma homemakers.



**BUILDER**  
OF **Amateur  
Sports..**

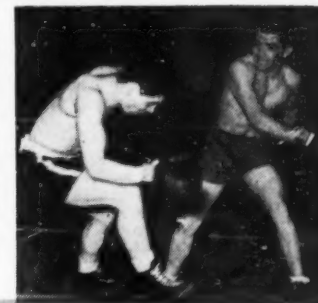
### BIG-LEAGUE TIMBER SPROUTS ON SAND LOTS

● Oklahoma is a baseball hotbed. The annual Oklahoman and Times Sandlot Tournament keeps interest high. From Oklahoma sandlots, stars like Hubbell, Martin, the Waners and the Deans have moved into—and stayed in—the national baseball spotlight.



### QUEST FOR "GOLDEN GLOVES" ENCOURAGES MANLY ART

● Six thousand fans pack Oklahoma City's municipal auditorium whenever The Oklahoman and Times presents its district entrants in the Golden Gloves meet each year. Scarcely a school in the state is without its boxing team, thanks to this promotion.



● The story of fifty years of helping Oklahoma build cannot be told in a single page or a single book. The above six instances can only typify the day in and day out application of the men, methods and machinery of

The Oklahoman and Times to the service of their community. But they can... and do... stand as six out of scores of answers to that very logical question: "Tell us why you deserve your standing in your market."

**THE DAILY OKLAHOMAN  
OKLAHOMA CITY TIMES**

Published by the Oklahoma Publishing Company ★ The Farmer-Stockman  
WKY, Oklahoma City ★ KVOR, Colorado Springs ★ Mistletoe Express  
KLZ, Denver (Affiliated Mgmt.) ★ Represented by The Katz Agency, Inc.



## Six Vital Steps Toward More Sales

**Y**OU, as a salesman, have but three assets: Your line of goods, your sales ability, your time. Upon those three depend your income and your future.

Your company is responsible for the quality of your product, and it is assumed that you believe in both the company and the product or you wouldn't be where you are.

That leaves two factors—your selling ability, and your time—for you to work with if you wish to increase your sales, enhance your earning power, and insure your future. Working from this base, suppose we consider six simple steps you must take if you wish to achieve the thrill of greater success in your work, the joy of being able to afford more luxuries for yourself and your family, the satisfaction of knowing your future is secure:

1. If you wish to increase your sales, you must first of all cut out the wasted selling time which is now robbing you of opportunity for greater production. Out of the hours that make a reasonable working day, you will have to salvage the lost minutes to enable you to spend more time with potential buyers.

2. If you wish to increase your sales, you will have to equip yourself by constant study of your line and your sales technique, so that you cut down the average number of calls on any one buyer which

it now takes for you to make a sale. You must complete the sales process in a shorter period of time.

3. If you wish to increase your sales, you will have to so improve your presentation methods as to sell a higher percentage of the total number of prospects on whom you call.

4. If you wish to increase your sales, you will have continuously to tap new potential sources of business to replace the normal mortality rate among your accounts.

5. If you wish to increase your sales, you must study the reasons for lost accounts, so you can cut down the mortality rate among them.

6. If you wish to increase your sales, you must appreciate the importance of building small accounts into bigger accounts, so that you are getting a progressively larger share of the business the buyer has to place.

The salesman who, by proper discipline and application, can make progress along these six lines of endeavor will be constantly lifting the professional level of his service to the company and to his clients. Unless you are *consciously* making an effort to achieve these six objectives you are stalled on dead center.

For a salesman, the job is only as big as he himself makes it.

**BY BRUCE CROWELL**





# Marketing Flashes

## [Innovations in the Big Mail Order Catalogs— Remember Goodrich—Filter Pipe by Zeus]

### Mail Order Caviar

Farmer Corntossel, who has been mightily hampered in obtaining caviar, *paté de fois gras*, and anchovies, may now order these necessities from Sears, Roebuck. Consult Sears' Fall and Winter catalog, now being sent to some 7,000,000 customers, if this sounds too incredible.

Indubitably the millenium has arrived when the Corntossel family and Lije, the hired man, knock off work for a mid-afternoon cocktail and accompanying tid-bits. Lije may have a little trouble at first parking his eating tobacco to make room for a canape smeared with anchovy paste, but he'll soon learn that hors d'oeuvres are something to be nibbled daintily—not a substitute for Buck, the bay gelding.

Sears' newest catalog is, of course, also filled with the more familiar items priced at an average of 1.09% less than a year ago. It has 40% more pages in four-colors, twice as much rotogravure, is the biggest in years.

Montgomery Ward's five-pound tome, largest in its history, has an innovation likewise: Two fronts and no back. One cover reads "Things to Wear." Turn it over and the other cover announces, "Things for the Home, Shop and Farm." Thus it begins at either side and ends in the middle, where order blanks are located. The double set of "show windows" gives better display of more major lines, bulk of the weight is always on the right side.

Customers have been asked to comment on the new format in a postscript on their order blanks, and two-thirds of those received to date have been favorable. A few have worried "Part of my catalog is upside down. Please send one that is printed right."

Both the mail order houses point proudly to improvement in public taste, as reflected in their increased sales of harmonious furniture and furnishings. Both allow time payments on anything from live bees to furnaces.

### Farnsworth Tele

Farnsworth Radio & Television Corp. introduced the newest line in the country to 300 distributors at Fort Wayne last week. Headed by 27 models of radio receivers, the line includes television sets; transmitters, both sight and sound; studio and con-

trol room equipment, etc. Capehart and Panamuse automatic phonograph-radios, produced by the Capehart division (which was acquired by Farnsworth early this year), were shown at the annual convention of the National Association of Music Merchants in N. Y.

Philo T. Farnsworth, "who conceived the basic ideas underlying the first practical system of electronic television . . . and demonstrated them in 1928," thus has his own name, tele's "first," on the latest equipment.

An ad campaign, through N. W. Ayer's Chicago office, supplements a series of dealer meetings all over the land.



Goodrich's reminder ad will tickle the vanity of thousands who like "the personal touch."

### Little License Plates

Do you remember the number on your automobile license plate? If you do you are extra-smart, for most people can't.

There are many times, however, when it's important to know the number in a hurry. So B. F. Goodrich Co. is distributing through its dealers and stores key chains and tags duplicating in miniature any owner's license plate and number. Made of brass and baked enamel, the midget plate will recall Goodrich tires pleasantly.

L. F. Grammes & Sons, Allentown, Pa., turn them out for the Akron firm.

### X-Raying Shoes

A fluoroscope device that permits buyer and fitter to look at foot bones through the shoe is boosting

sales by as much as 30% in some 3,500 retail shoe stores.

Manufactured by X-Ray Shoe Fitter, Inc., Milwaukee, the machine costs from \$525 to \$600. A customer tries on a pair of new shoes and slips his feet under the machine. There, as by X-ray, he sees precisely if the shoe is too long or too short, too wide or too narrow—even if the stocking is too short. It also reveals arch weaknesses, overlapping toes, and other foot faults. Result: Proper fitting is assured; returned shoes and "adjustments" are virtually eliminated.

Stores offer to X-ray all feet, especially tender feet, free. They invite members of basketball, football, and baseball teams, school students, clubs, etc., to check their feet. When the job is done cards are filled out showing findings. This gives the store good will—and a first-class mailing list for follow-ups.

### Pipe by Zeus

Several months ago Zeus Corp., N. Y., created a hullabaloo with a cigarette holder using another cigarette as a filter. Over 1,000,000 of the aluminum holders have been sold at \$1, plus some with jewels by Cartier.

The same principle has now been applied by Zeus to pipes. In a month or six weeks the company will present a line of pipes in which two halves of a cigarette act as a filter, catching "80% of the nicotine and tars in tobacco; hot, harsh smoke; bitter pipe juice."

Like the cigarette holder, the pipe is aluminum. Instigators of Zeus were Count Guiseppe Cippico, Italian nobleman, and Arthur Davis, chairman of Aluminum Co. of America. Seeking a means of eliminating tar and nicotine from their smokes, they turned Aluminum Co. scientists loose. Latter accidentally discovered that cigarette butts in contact with aluminum on a robot smoker absorbed tar and nicotine. The filter holder followed.

Priced at \$3.50, \$5 and \$10, the

Number Twenty-two of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



Just two of the twelve major magazines carried this campaign. They were Magazine L and, of course, TRUE STORY.

True Story Magazine alone of all major magazines concentrates its circulation among the nation's Wage Earner Families.

Zeus pipes will also be offered in "super de luxe" jeweled models for those who don't count costs. Advertising by Geyer, Cornell & Newell, N. Y. agency, will be in medical journals and general magazines, same as for the cigarette holder.

### Show Your Colors

Stewart-Warner radio division, Chicago, is going after the school and college market this Fall with renewed vigor as the outcome of its experience last year when it sold over 60,000 receiving sets to students. Two models for dormitories and frat houses are called the "College Campus" and the "Senior Varsity." In each school and college town they will be offered in appropriate school colors and letters, and also decorated with Greek fraternity letters.


Undergraduate publications, window displays, double-page spreads in trade papers—handled by Hays MacFarland, Chicago agency—will help in promulgating that ol' school spirit.

### Milk Bars

Stores throughout Wisconsin have broken out with a rash of milk bars. Governor Heil recently made a plea to the people of Wisconsin to drink more milk, and department stores, restaurants and soda fountains backed him up by promoting the idea. Most of the department stores of the state have opened their own milk bars, and wherever milk is sold placards reading "Cooperate—Drink Another Glass of Milk Now" are reminding the citizenry of Wisconsin that milk is a pretty good drink, and pretty good for them.

The governor has made personal appearances at the openings of milk bars in Milwaukee department stores, notably at the opening of a 20-foot bar for children at Gimbel's. Here he presented the first 500 children to show up either a free bottle of milk or an ice cream cup.

*Number Twenty-three of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.*



Eleven out of twelve major magazines didn't carry this furnace advertising. TRUE STORY did ... and in four color pages. . . . .

**True Story Magazine adds more new homes to any list than any other magazine published.**

[ 3 2 ]

## "Cotton Week" Clicks; Council Seeks Year-Around Sales Program

More than 75,000 retail outlets took part in this year's "Cotton Week," industry reports, with sales increases in cotton goods running as high as 75%.

**E**NCOURAGED by the success of the 1939 National Cotton Week, May 22-29, characterized by C. K. Everett, of New York, representing the Cotton Textile Institute, as "unquestionably the most successful in every respect since the inception of this event in 1931," the Cotton Consumption Council, composed of cotton growers, processors and distributors, is now giving serious consideration to proposals to lengthen the duration of the promotional effort in coming years with the possibility of launching a year 'round drive to increase cotton consumption.

Reports of the success of the 1939 event were heard at the June meeting of the Council in New Orleans. Recommendations on several proposals to lengthen the drive will be made at another session scheduled for the same city in October.

### Cotton's Staggering "Problem"

Something of the magnitude of the problem that faces the Cotton Consumption Council may be gleaned from these facts: In 1928 the world consumed 7,529,000 bales of American cotton; ten years later this figure had dropped to less than 4,000,000. In 1928 the world production of rayon was equivalent to 738,000 bales against 1938's output of 4,500,000. In 1928 cotton grown in foreign countries totaled 11,331,000 bales; now it has reached 17,339,000.

Today's American cotton surplus is the largest ever, with prices about as low as they've ever been in cotton history. World consumption is steadily increasing, but consumption of American cotton is decreasing both at home and abroad.

Cotton supplies a complete livelihood to about one in every ten Americans. "As long as cotton is depressed," the Council points out, "it will not only continue to depress and weigh down, economically and socially, 12,000,000 Americans, but will adversely affect the price and substantially

discourage the sale of every kind of merchandise and commodity."

To meet these problems the Cotton Consumption Council organized all factors in the cotton industry, including retailers—chain and independent, large and small—to bring the story of cotton into every American home. The National Retail Dry Goods Association, Wholesale Dry Goods Institute, National Association of Shoe, Drug and Food Chains, Institute of Distribution, Limited Price Variety Stores Association, and others are co-operating fully.

The two last-named groups—serving 24,000,000 Americans daily through 115 non-grocery chain store companies having nearly 500,000 employees, operating about 15,000 stores from coast to coast, and enjoying annual sales volume of more than 3½ billion dollars, of which \$800,000,000 is from cotton or allied products—reported excellent results from the 1939 cotton promotion. Association officials estimate that these stores used 160 miles of window displays featuring cotton during 1939 Cotton Week, in addition to thousands of interior displays, 200,000 posters, additional thousands of special posters individualizing the campaign, cotton fabric letterheads and billheads, letterhead stickers and other publicity.

### Newspaper and Radio Tie-ins

Cotton Week messages featured their newspaper and radio advertising, which included 45 Sears, Roebuck programs, Goodyear's "Farm Radio News," "The Voice of Firestone," Melville Shoe Corp.'s morning news broadcasts, Adam Hat Stores' "Hour of Champions," and programs sponsored by W. L. Douglas, Sumner Stores, Dejay Stores, Duckwall Stores and others that are estimated to have reached 40,000,000 listeners during Cotton Week.

Advertisers who are among the nation's largest users of newspaper space, including most of the country's big department stores, used more than 600 full-page insertions (or advertisements lacking one column of that size) during the week and more than 1,400 other newspaper advertisements carried specific reference to cotton and carried strong merchandising tie-ups with the special event.

(Continued on page 60)

SALES MANAGEMENT





**Tremendous Power  
made Flexible...**  
*... that's Rotogravure!*

● Electro-magnets owe their place in industry to the fact that they are not only overwhelmingly powerful, but delicately flexible . . . and can, with equal ease, pick up an entire car-load of scrap or seek out, separate and extract a single microscopic splinter of steel.

**I**N TODAY'S advertising, rotogravure owes its place to a combination of power and flexibility no less dramatic than the electro-magnet's. For with rotogravure it is possible to blanket the entire country or isolate a single area and, in either case, get coverage that averages better than one out of two families.

Equally important, the coverage rotogravure offers is not only unequalled in mass, but in effectiveness! For the Gallup Research Bureau has proved that rotogravure is one medium whose advertising pages (not editorial, but advertising!) are

seen by more than 80% of the total potential audience! For the complete Gallup Research Bureau's report on Sunday Rotogravure Sections, write Kimberly-Clark. Because in addition to manufacturing Rotoplate, Kleeffect, and Hyfect—three of the most widely accepted rotogravure printing papers—the Kimberly-Clark Corporation maintains a bureau of statistical information and a trained technical staff for publishers, printers or advertisers faced with any problem arising over the use, preparation or printing of rotogravure copy. Please address your request to Kimberly-Clark Corporation, 8 S. Michigan Ave., Chicago, Ill., Advertising Dept.



# "Gauged by Merchant Response

## Rotogravure is outstanding"

More for  
your money  
in  
Rotogravure

*Coopers*  
INCORPORATED  
KENOSHA, WISCONSIN  
NEW YORK CHICAGO LOS ANGELES SEATTLE

Kimberly-Clark Corporation  
8 So. Michigan Avenue  
Chicago, Illinois

March 7, 1939

Gentlemen:

The universal appeal of pictures and the popularity of the Rotogravure Section of every newspaper with all members of the family prompted us to try this medium as a feature of our advertising several years ago.

We have been delighted with the results obtained. In our regular program of merchandising our advertising prior to publication, we find that merchants, generally, recognize values in this type of advertising they some times do not see even in standard magazines. Since we do not seek consumer inquiries, we must, to some extent, gauge media values upon merchant response. So when we find hundreds of them willing to make the page of their Sunday paper containing our ad a feature of their window display with our merchandise, we cheerfully recommend Rotogravure.

1938 proved to be the best year in our history and, in the growing popularity of our Jockey underwear, we are confident that the Rotogravure advertising we have used has played a considerable part.

Yours very truly,

COOPERS, Inc.

*A. R. Kneibler*  
Vice President

A. R. Kneibler  
MNA

KNIT UNDERWEAR • SHIRTS AND SHORTS • WOVEN UNDERWEAR • HOSIERY

**ARE YOU A SQUIRMER?**

★  
**CHANGE  
TO  
Jockey  
UNDERWEAR**

★

★ **NO CLIMBING**  
★ **NO BUNCHING**  
★ **NO CHAFING**  
★ **NO BUTTONS**  
★ **NO SQUIRMING**

**Jockey CONSTRUCTION**

Illustrating Jockey in the short length (left) and the Midway length. Midway length is best underwear.

Give a trial, athletic set to that new "Spring suit" Get in to Jockey, America's sensational new-type underwear. Masculinized to fit everywhere! No bulk, no hindrance, no squirming. Patented V-front construction gives solid, restful support. Angled opening never zips.

No buttons! Various leg lengths in cotton, rayon, and linen-cotton mixtures. Customized shirts to match. The up-per garment. For children, Jockey is sized down to 6 years. Remember, it's not Jockey without the Jockey label. If your dealer can't supply, write us.

**Coopers, Inc.**  
KENOSHA, WISCONSIN  
NEW YORK CHICAGO LOS ANGELES SEATTLE  
Made and Distributed by The Jockey Knitting Mills, Sydney, Australia  
In Canada by Montreal, Hamilton, Ont. In Australia by MacRae Knitting Mills, Sydney. In British Isles by Lyle and Scott, Ltd., Glasgow, London

**Kimberly-Clark  
Corporation**

Established 1872 • Neenah, Wisconsin  
67 Years of Service

NEW YORK  
122 East 42nd Street

CHICAGO  
8 South Michigan Avenue

LOS ANGELES  
510 West Sixth Street

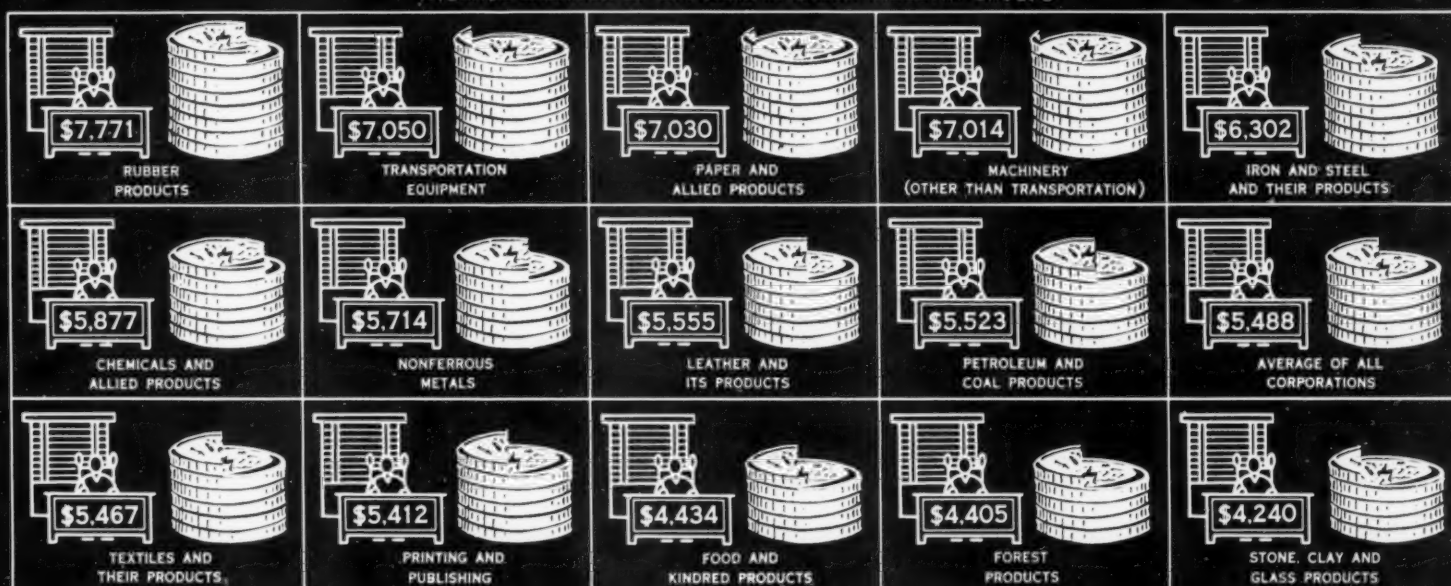
# Marketing PICTOGRAPHS

Planned by Philip Salisbury,  
Executive Editor, and designed  
by The Chartmakers.

## WHERE CAN AN EXECUTIVE MAKE THE BIGGEST MONEY?

FIRST ANSWER: In the Rubber, Transportation (including automotive) and Paper Industries

AVERAGE SALARIES OF OFFICERS IN MAJOR INDUSTRY GROUPS



SECOND ANSWER: In the States of Michigan, Rhode Island, Ohio, Illinois, Connecticut and Pennsylvania



PICTOGRAPH BY  
*Sales Management*

Source: Census of Manufactures, 1937

The ad that bounced back from  
the waste-basket said . . .



Wallace Meyer, Vice President of Reincke-Ellis-Younggreen & Finn, Chicago, expresses the views of many an advertising agency man in his clear analysis of the modern farmer's buying habits. With today's farm families enjoying new mental as well as physical freedom, it takes a magazine with a modern outlook to win them. Read the new Country Home Magazine and see for yourself why agency men are calling it "the hottest buy in the whole farm field."

WHEN Wallace Meyer, vice president of a prominent Western advertising agency, read the June COUNTRY HOME advertisement, he circled one sentence before dropping it into the waste-basket. But because that ad held dynamite, it bounced right back. Then, on its margin, he wrote us a potent letter: "You're right when you say that today's farmer shops and markets in ten cities instead of one. That's the strongest reason I know for advertising a brand to the farmer."

"Before the advent of automobiles and good roads, farmers traded regularly in the same stores. You could almost say they followed the easiest ruts to do their shopping. Now they go far afield . . . for their buying is

influenced not by some remote country dealer but by the advertising in their favorite magazine.

"To me, that's just another way of saying that modern farmers are the customers of the manufacturers whose products they know, respect and prefer."

\* \* \*

Just one question might be raised—what is their favorite magazine?

Farmers themselves give the answer . . . clear, concise, indisputable . . . it's simply this: MORE FARMERS SUBSCRIBE TO THE COUNTRY HOME THAN TO ANY OTHER MAGAZINE.

## THE Country Home Magazine

THE MAGAZINE OF FARM MARKET "A"

THE CROWELL-COLLIER PUBLISHING CO., 250 PARK AVE., NEW YORK



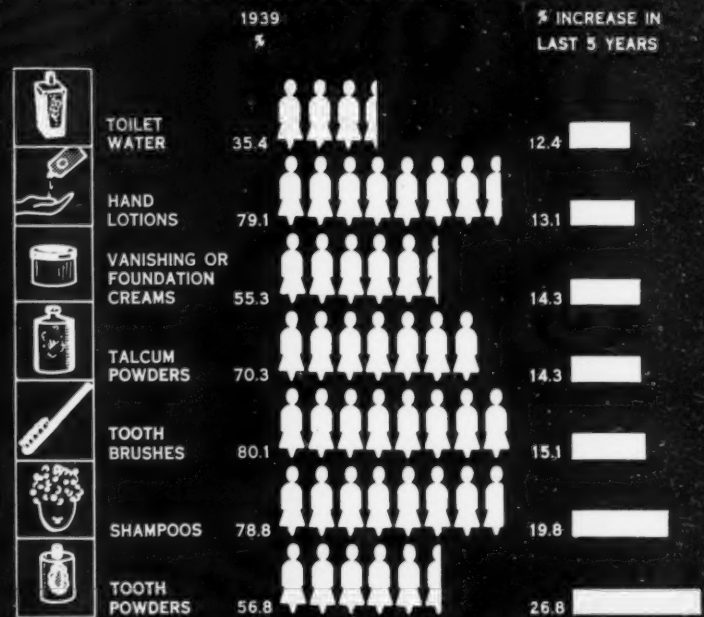
## STYLE CHANGES IN THE COSMETIC AGE

For nine years the publishers of Modern Magazines have sampled the cosmetic consumers among their readers. Products go up and down in consumers use. Those below show the greatest change in number of users during the last 5 years.

### FEWER WOMEN ARE USING THESE COSMETICS



### MORE WOMEN ARE USING THESE COSMETICS



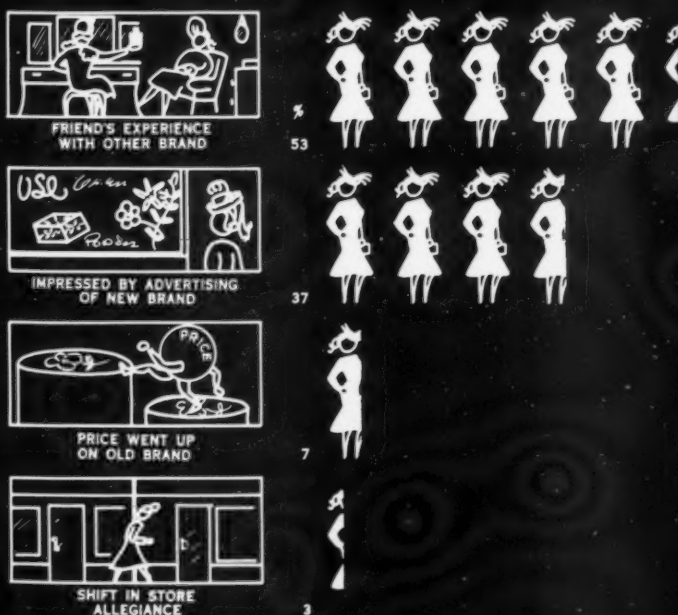
PURCHASING PEAKS ARE REACHED BY WOMEN OF 15 TO 29 YEARS IN 72% OF ALL COSMETIC ITEMS

PICTOGRAPH BY  
*Sales Management*

Source: 9th Survey of Beauty, Modern Magazine Division of Dell Publishing Co.

## WHAT CAUSES BRAND SHIFTS IN COSMETICS?

Out of a group of 2,300 representative middle - class women in metropolitan New York, 22% had made a recent shift in cosmetic brands, and were asked why:

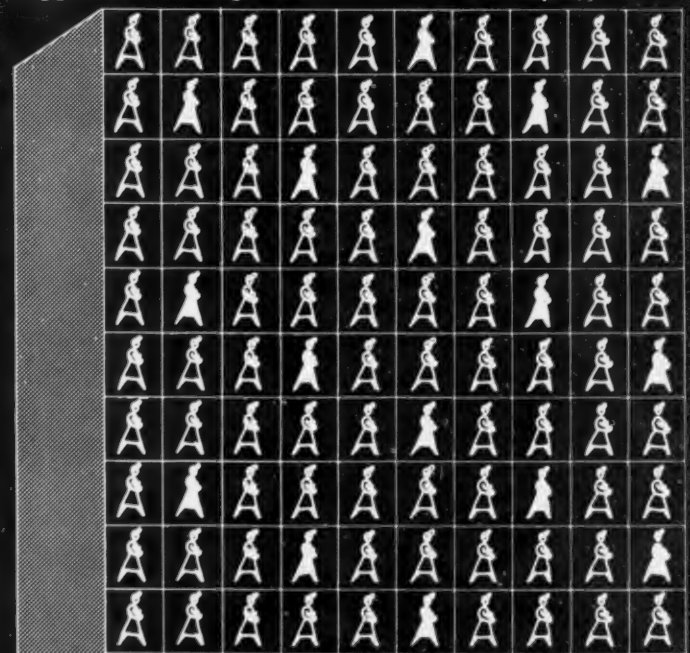


Source: Louis Bader, New York University, in the Journal of Marketing, Spring, 1939

PICTOGRAPH BY  
*Sales Management*

## EVERY 6TH DRUG CUSTOMER BUYS MORE THAN ONE ITEM

Suggested selling by retail sales people is lacking or inefficient. Manufacturers must make their own suggestions through counter or window displays



Source: Curtis Publishing Company Survey of 260,287 Drug Store Customers

PICTOGRAPH BY  
*Sales Management*



### CHINTZ UP! A CASUAL STORY

"When sales of chintz curtains go up to ten times normal—in advance of the regular season," the manufacturer says, "you look for a reason." The reason is in the February Journal. One spread on interior decoration showed a certain chintz. . . . Sales boomed, across the country. Amazing things happen when the Journal comes out.



### FIE, FIE FROM THE GIRLS OF PI PI

Obviously, the Journal can't help what men think about women. The results of a Journal survey appeared in the April issue. It showed that men think women are too spoiled, too extravagant, and too willing to pet. Ladies objected. Especially these Pi Pi girls of Atlanta who crashed the papers with a counter-survey. Repudiated the men. Threescore papers across the country took up the controversy. Things do happen!

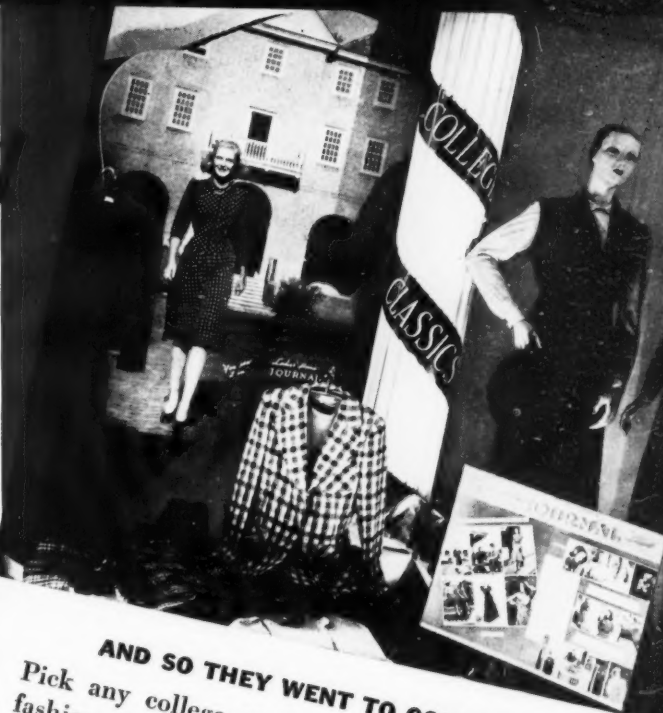
## WHOOOPS! THINGS WHEN THE



Ladies' Home



# DO HAPPEN JOURNAL COMES OUT!



## AND SO THEY WENT TO COLLEGE

Pick any college campus. No wonder college fashions have a Journal flavor. 170 department stores requested store and window displays from the Journal's college fashion pages. We noticed this too: Less than three weeks after one particular Journal came out, we saw news pictures of college girls at a novel costume dance—the same one suggested on the Sub-Deb page.

● You must admit (be honest with yourself) you *have* smiled at a woman's hat. Maybe you don't give a whoop about chintz, women's dresses and such. But you can't ignore the multitude of things that happen, everywhere, when the Journal comes out.

This one magazine follows women to the kitchen when they cook . . . to the dressing-table when they "primp" . . . and to the store when they buy. It reaches women (who buy 85% of all merchandise) in upper-half homes (which use 70% of all merchandise). Many prerequisites for better living are bought with confidence, sold with confidence, advertised in the Journal.

# JOURNAL

VITAL NEW JOURNALISM FOR TODAY'S WOMEN



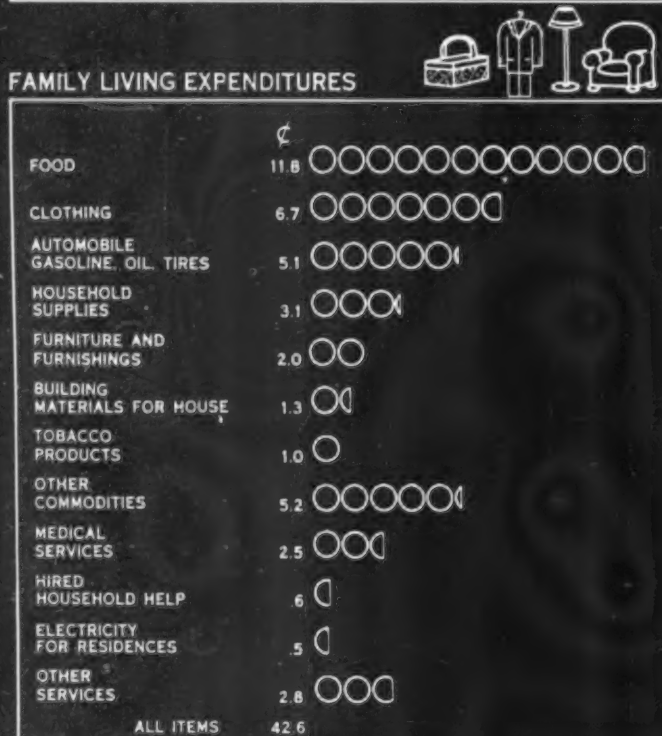
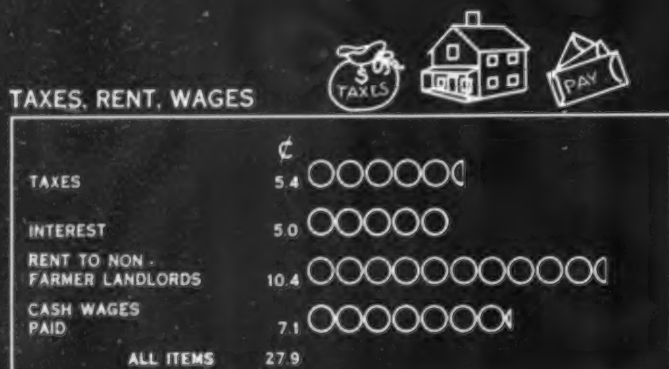
## THIS IS A THUMB-SUCKER

The "Watchbird" drawings by Munro Leaf take only a small part of one page in each Journal. Still, things happen when they appear. There's the youngster who was cured of thumb-sucking. Her mother wrote to us about it. In one week, permission to use "Watchbirds" in special booklets was requested by (1) a college president, (2) a trade journal, (3) a theater group. And now, the "Watchbirds" are in book form!



## HOW THE AVERAGE FARM DOLLAR IS DIVIDED

The average dollar in an 8 billion dollar cash farm income is divided as shown below

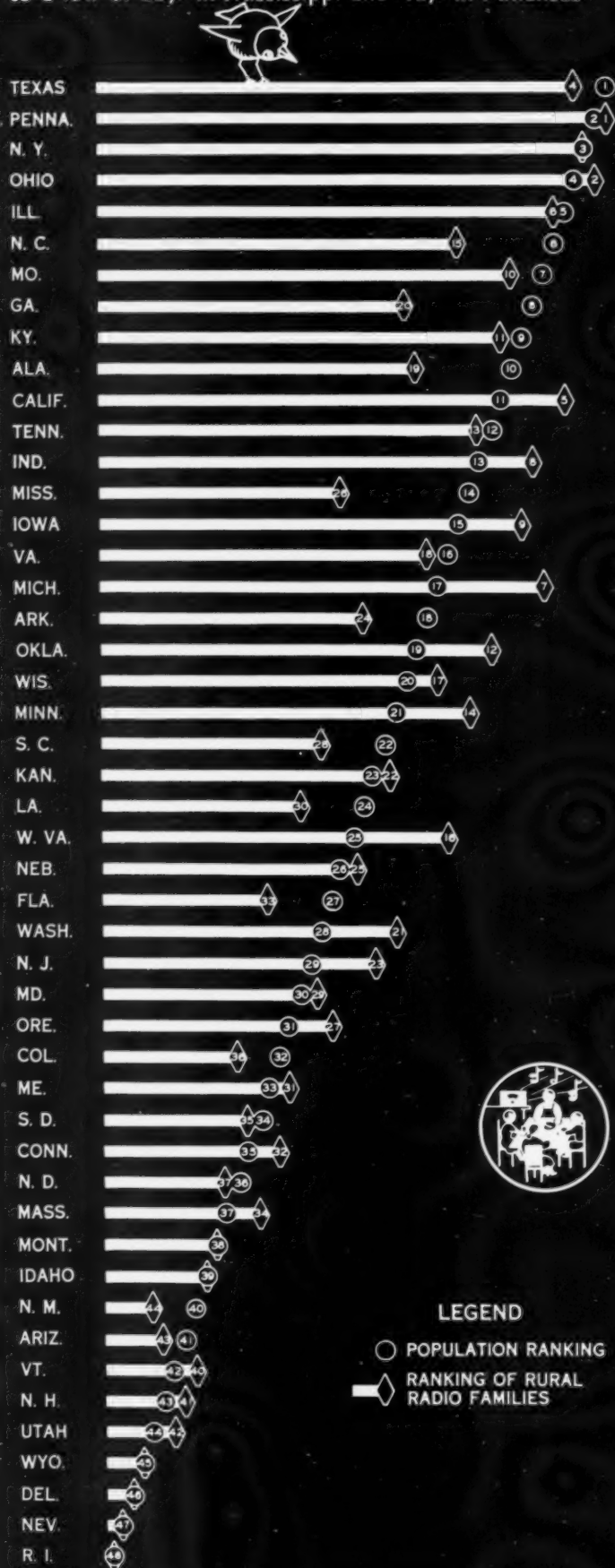


PICTOGRAPH BY  
*Sales Management*

Source: United States Department of Agriculture

## A BIRD'S EYE VIEW OF RURAL RADIO FAMILIES

Rural radio homes make up 69% of all rural families. The range is from a 96% average on the Pacific Coast to a low of 35% in Mississippi and 42% in Arkansas



**LEGEND**  
 ○ POPULATION RANKING  
 ◇ RANKING OF RURAL RADIO FAMILIES

PICTOGRAPH BY  
*Sales Management*

Source: Estimated as of January 1, 1938, by Joint Committee on Radio Research

# QUIZ QUESTIONS

*On America's Best Farm Market*  
HOW HIGH CAN YOU SCORE?

**Q.1** Which 8 states normally control 30% of the nation's farm buying power and now 36.5% (first five months 1939)?

**Q.2** Which medium has the largest actual FARM circulation in these 8 states?

**Q.3** For what farm papers do the farmers of these 8 states pay highest subscription prices?

**Q.4** In what farm medium is it possible to list the names of dealers for each state?

**Q.5** Which farm publication do the dealers prefer?

**A.1** The eight Midwest states—Wisconsin, Illinois, Nebraska, Indiana, Iowa, Minnesota, The Dakotas. 19.9% of the farms, but 36.5% of national farm income.

**A.2** Midwest Farm Papers. 77% actual coverage of all farms, compared with the next nearest medium's coverage of 36%.

**A.3** Midwest Farm Papers. The farmers pay almost TWICE as much for their favorite State paper as for any National farm paper.

**A.4** Midwest Farm Papers. Some advertisers list 200 and more dealers per state in their advertising; changing listings for each territory.

**A.5** 9 to 1 preference for advertising in The Midwest Farm Papers was voted by over 9,000 dealers surveyed by independent jobbers.

There's only one answer when you want to really COVER the farmers in the nation's richest farm market—

**The MIDWEST FARM PAPERS**

CHICAGO — 6 No. Michigan Ave.  
DETROIT — New Center Bldg.

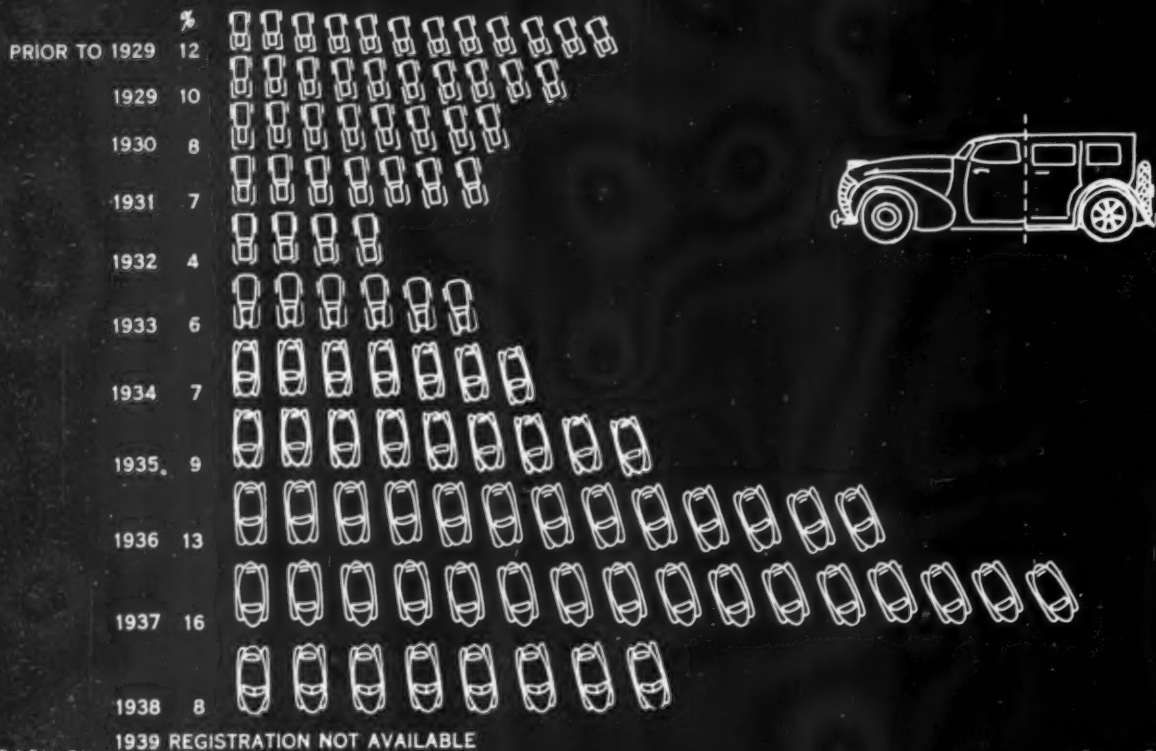
NEW YORK — 250 Park Ave.  
SAN FRANCISCO — Russ Bldg.





# HALF OF OUR AUTOMOBILES ARE IN JALOPY CLASS

Actual registration figures show that only 37% of cars were made in last 3 model years, only 53% in last 5 years

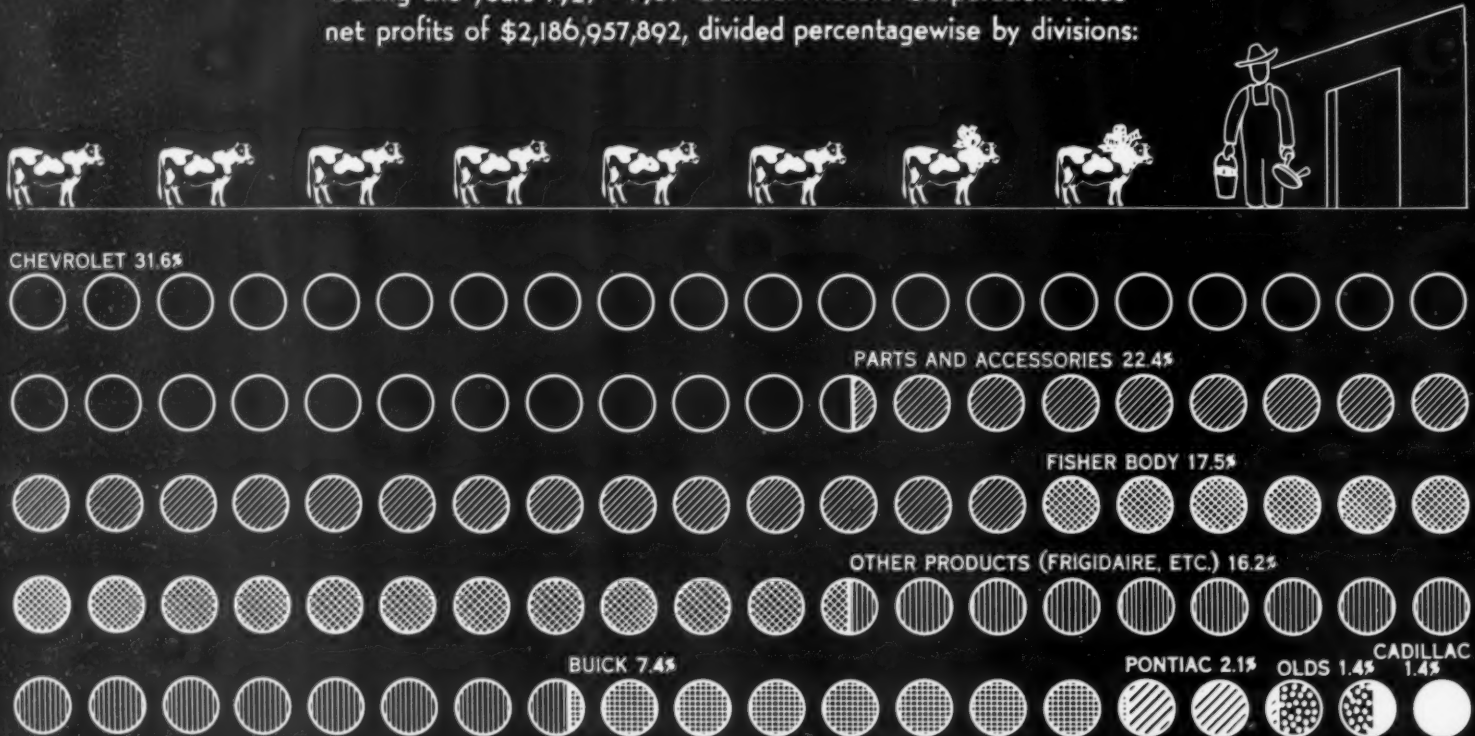


PICTOGRAPH BY  
*Sales Management*

Source: R. L. Polk & Co. in annual edition of *Automotive News*

# CHEVROLETS AND SPARE PARTS ARE BEST MILCH COWS OF GENERAL MOTORS

During the years 1927 - 1937 General Motors Corporation made net profits of \$2,186,957,892, divided percentagewise by divisions:



PICTOGRAPH BY  
*Sales Management*

Source: Report of the Federal Trade Commission



## Some Comments on the Pictographs in This Issue

We should be blowing out candles and cutting a birthday cake instead of pounding a typewriter on this sweltering day, since this month's instalment of Pictographs completes the second year of the feature.

*Where Can An Executive Make the Biggest Money?:* We are almost sorry we ever started this Pictograph, for an examination of the U. S. Census of Manufacturers 1937 data shows us that we should be making paper and letting some other publisher worry about circulation and advertising problems.

*Style Changes in the Cosmetic Age:* On this page are three Pictographs dealing with the drug and cosmetic business, all of them presenting female vagaries in purchasing. If only one drug store customer out of six buys two items or more the druggist is not doing an effective job of suggestion selling and manufacturers should therefore spend more money on counter, window and package displays.

*Farmers as Buyers:* This breakdown of the farmer's cash dollar was taken from the consumer purchase study made during the years 1935-36, and gives what is probably the most accurate picture available of what the farmer does with his ready cash.

*Half the Automobiles Are in the Jalopy Class:* Good news for the automotive world in this Pictograph, which shows that 47% of our automobiles were made in the years preceding October, 1933. One automobile out of every eight now clogging the highways was made prior to 1929. The other Pictograph on the page shows the importance of the low-priced car in today's economy. Over a ten-year period Chevrolet accounted for a third of GM's profits.

Number Twenty-four of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



Only two of the twelve major magazines carried this national campaign. The schedule ran only in Magazine D and TRUE STORY.

True Story Magazine, with the highest readership of its advertising pages, and with the most exclusive circulation, has the lowest basic advertising rate among leading magazines.

AUGUST 15, 1939



Army Engineers, aboard a 60-foot sweep boat, are now sounding the Hudson River prior to spending \$3,000,000 for channel deepening at Troy.

Whether you're digging river channels or promoting sales, it's smart to make soundings first. Our new data folder on the REAL Troy will help you visualize your sales potential in this \$38,896,000 market of 119,324 consumers.

The Record Newspapers, the city's sole dailies, provide blanket coverage for a single rate of only 12c per line, making Troy New York State's lowest cost major market.



### THE RECORD NEWSPAPERS

MORNING and EVENING

J. A.  
VIGER  
ADVERTISING  
MANAGER

[ 43 ]

# How 21 Companies Head Off Split Commission Scraps Between Salesmen

"THE house is giving me a raw deal. I did all the work on the Zippo account and the Cleveland office gets the commission."

"Why should Joe Smith grab a commission on orders that I write? He sits back and doesn't turn a hand while I'm running my legs off—and he draws a slice of my money."

Such questions harass sales executives in greater or less degree every day. Misunderstandings, accusations of injustice, and damage to salesmen's morale too often follow when there is no regular procedure on split commissions. Most sales managers have evolved some sort of routine for handling, and heading off, arguments on the subject.

By seeing what other companies have done to solve this perpetual perplexity, executives can gain valuable information which may be adapted to their own businesses. Therefore SM presents a second group of letters from company officials all over the country. (See Part I of this article, published in the August 1 issue, for a description of the questionnaire on which their answers are based.) Again the editors offer their thanks to the men who generously contributed to this exchange of ideas and methods.

**BY S. D. CHAMBERLAIN**  
Field Sales Manager,  
Kendall Mills,  
Walpole, Mass.

For a number of years we attempted to split credit on every account where there was dual contact for one reason or another. This was satisfactory to the men in the field, but became a nuisance and an expense in the home office in keeping track of bonus records, so that we finally drew up a policy of giving full bonus credit at the point where the real buying decision rested. The salesman who made this con-

Unless the house has a well-defined policy covering cases where two or more salesmen work on the same order, constant bickering is likely to result, and somebody's always smarting under what he calls "a raw deal." Here is a whole fistful of workable plans for handling this situation.

## Part II of an article in two parts

tact received full credit. It hasn't always been possible accurately to determine this point, but this policy has answered many of the former questions. I probably should say that in this connection we have also eliminated any cases where two salesmen have worked on the same account, even though there were different buyers in different departments.

Another solution in one of our classes of trade where visiting buyers come to the New York market has been to work through a "Staff Office" in New York City, whose function is to serve all the other salesmen outside of our New York office. Salesmen in New York City contacts with their visiting buyers of any and all descriptions. This office is adjacent to our New York sales office, and directly handles certain New York accounts, but only in the same function of supporting the New York sales office as it supports all other sales offices throughout the country.

I perhaps should add, in connection with deciding where the real buying point lies, that we have sometimes had to go to the concern itself and get their statement of where the buying decision rested and how they wanted us to handle their account.

**BY W. A. MENKE**  
Sales Manager, Juvenile Division,  
Brown Shoe Co.,  
St. Louis, Mo.

Where an order originates in one territory but is billed through the home office in another territory, the salesman where the shipment is made is given credit for that order, regardless of whether or not it is sold in another territory. He is given credit for all shoes shipped into his territory. On rare occasions, where a chain organization may have a warehouse and it breaks its shipments up in small units to many stores, of which we are unable to keep an accurate record, the salesman in whose territory the original shipment was made gets credit.

We have two divisions—a men's and a women's division—and where two salesmen call on the same buyer or different persons in a store, the salesman gets full credit for all shoes shipped in his division even if the salesman in the other division actually sells the shoes for the first man. We feel it is in the spirit of reciprocity that we keep our salesman satisfied. In many instances the salesman in the men's division will send in an order for the women's division salesman traveling in the same territory. He carries a special order book for the women's division with him,

and he puts the salesman's name on that order. If the women's division salesman contacts a buyer who wants men's shoes, the women's division salesman has a men's division order blank and he takes the order and graciously gives credit to the men's division salesman in the territory. So far it has worked out very satisfactorily and we have had no scraps or squabbles about who is to get credit under this method.

**BY S. H. THORNTON**  
Crosse & Blackwell Co.,  
Baltimore, Md.

The replies to the questions in your letter follow:

1—*a.* Commissions are payable to salesmen in the territory to which shipment is made.

*b.* In the case of a new account order obtained by a salesman in one territory for shipment to another territory, commissions are equally divided.

*c.* In the case of order *always* originating in one territory (a headquarter unit) for shipment to other territories, full commissions are paid to salesmen in territories to which shipped; and in addition, contact man at point of origin receives an overriding small commission for making the necessary contact.

2. No problem arises over such an instance as no two men are permitted to call on the same account unless the second man is a supervisor, in which case he is only directly interested in assisting the salesman under his jurisdiction.

**BY D. R. OSBORNE**  
Sales Training Director,  
Studebaker Corp.,  
South Bend, Ind.

We don't have either one of the troubles that you mention in our own organization because all of our factory field representatives—regional and district managers—are on salary and there is no complication about credit for orders.

Our retail dealers, however, do have this complication; and while there is not any uniform way of handling it, the retail sales plan which we recommend to dealers does provide a basis of "protection" which is designed to prevent such misunderstandings.

Of course, our dealers are independent business men and we have no control over their operations, but our recommendation is that when a given salesman reports or lists a prospective buyer he be given protection for a reasonable period. The period

Number Twenty-five of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



Ten out of the top twelve magazines didn't carry this space. The two exceptions were Magazine L and TRUE STORY. . . .

True Story Magazine reaches the only large magazine audience today that doesn't read other magazines.

THE OREGONIAN...THE THREE-MARKET NEWSPAPER!

*Pluck all THREE  
juicy strawberries*

ON THE OREGON STEM!



**S**ELLING OREGON and the southern counties of Washington is a comparatively easy and profitable job, if you get the necessary *three-way* slant on the problem.

That's important, because this large, receptive market contains *three* distinct divisions. Number 1 is Portland which delivers 40% of the market's total retail sales. Number 2 is the suburban market (within a 40-mile radius of Portland) which delivers another 21%. Number 3 is the balance of the market which rounds out the sales quota with 39%.

Yes, there are *three* important, rich markets in the greater Portland market area, but don't let that confuse

you. One newspaper, The Oregonian, sells them all. As the area's largest newspaper—going stronger than ever in its 89th year—The Oregonian has built its circulation to parallel the sales front ... 44% in Portland, 28% in the 40-mile radius, 28% in the rest of the territory.

Sell the entire market. Pluck *all three* juicy berries at one pluck.

#### OREGONIAN LEADERSHIP INCREASES!

Publishers' statements for 6 months period ending Mar. 31, 1939, show Portland newspaper circulation as follows:

DAILY		SUNDAY	
The Oregonian	117,553	The Oregonian	156,248
The Journal	100,450	The Journal	106,463
News Telegram	54,117		

The Oregonian leads The Journal by 17,103 daily, 49,785 Sunday.

# THE OREGONIAN

## PORTLAND, OREGON

PAUL BLOCK AND ASSOCIATES (NEW YORK • CHICAGO • BOSTON • DETROIT • PHILADELPHIA)  
National Representatives (CINCINNATI • SAN FRANCISCO • LOS ANGELES • SEATTLE)

AUGUST 15, 1939

[45]



we recommend is two weeks, because we find that if the prospect is genuinely "live," in about three-fourths of all cases he buys within a two-week period.

We recommend that at the end of two weeks the sales manager discuss the situation with the salesman and that if the salesman is convinced that the order can be secured within the next two weeks the prospect be reassigned to him for another two-week period; or, if the salesman has a definite idea as to a specific time when the prospect will buy the card be taken out of live file and put into a deferred file until the time when the salesman says he will be ready—at which time the prospect will again be assigned to him for a period of two weeks.

In the meantime, if some other salesman in the organization happens to come in contact with the prospect and sells him while his card is still in the deferred file, the second salesman gets the commission.

In other words, the salesman who originally contacts the prospect is given every opportunity to work him for a reasonable period. Then, if he hasn't been able to sell, we suggest that he be given an opportunity to use his judgment as to just when the sale can be made.

Where this policy is in effect most salesmen feel that the "house" is perfectly fair in giving them an opportunity to back their judgment, and disputes over "protection" are usually avoided.

Unless some such rule as this is enforced, there is a tendency for salesmen to abuse the protection privilege and to fill up their files with prospects who are not being adequately worked, but on whom the salesman claims protection and from whom he wants other salesmen to lay off.

Of course, there are times when two or more men actually work on the same prospects and in these cases there is usually no trouble about splitting the commission.

Each of these is usually a matter of individual judgment. Our recommendation is that the dealer or sales manager have it understood that if there is a reasonable basis for the commission to be split the salesmen agree to leave the decision up to the management.

#### BY H. L. GRAFER

Sales Manager,  
Wyeth Chemical Co.,  
Jersey City, N. J.

In operating our salesmen on a straight salary and expense basis, the problem of commission scraps is not an acute one, although there is the possibility of such an entanglement during a contest or bonus drive.

That in itself does not present any seri-

ous problems, as we do not have overlapping territories. Each man is assigned to his own territory, but where such a situation does occur we use the following policy:

1. Where an order originates in one territory but is billed through the home office in another territory we have three possibilities:

(a) The salesman getting the order has just cut the throat of the salesman in the other territory to which the order has been shipped if under ordinary conditions the receiving point usually places orders direct. In this case we credit the man in the receiving point territory.

(b) Where the salesman in the receiving point territory has never secured an order from that point we credit the man getting the order, feeling that he has stimulated this additional business. On the other hand, we call to the attention of the salesman in the receiving point a laxity on his part in not discovering this lead in his territory.

(c) There is the slight possibility that the account has changed its buying point from one territory to another or incorporated all its buying in one point in place of the two used originally. Such a situation causes us to encourage the shipping of all merchandise to the buying point rather than on the basis of a drop shipment arrangement, in which case the merchandise goes into the territory from where it was originally solicited.

2. The only possibility of two or more men actually working on the same order is covered by a situation where an account has two or more buying points. There is an opportunity of shipping to either point according to where the order is placed, supplying the other office from there. In such case, we follow the policy of crediting the man who got the order, feeling that he had the extra push to complete the sale.

#### BY J. H. MCLEOD

Vice-President,  
Hinde & Dauch Paper Co.,  
Sandusky, Ohio

This is a constant problem which we try to deal with fairly as far as the individuals are concerned. The policy to which we adhere closely is to give one-half credit to the man taking the order or contract, and one-half credit to the salesman servicing the account, if the contracting office is in one city and the point of delivery and consumption in another.

We do not have any instances where two men work on the same account in the same locality except where the local salesman enlists the aid of his district manager or superior, in which case the local salesman gets all the credit.

Now and then we have a three-way problem, where the contracting office is, say in New York, the man who places the requisitions is, we'll say, in Philadelphia, and the factory to which the boxes are shipped is located in Ohio. In this case three men feel they should have a share in the sales credit. These instances fortunately are very rare and we try not to split the credit for any account in more than two parts, and wherever possible avoid splitting entirely. In fact, we have many instances where national contracts are placed either in New York or Chicago and where several of our local men throughout the country call on the local consuming plants as a matter of routine without getting any direct credit for the boxes which these plants use.

At first glance this may seem unfair, but in each instance we regulate the man's sales quota without including such national sales to branch plants which may be located in his territory, and he services the account as part of his regular work, for which he is compensated through his base salary or drawing account.

#### BY JOHN MORRIS

Assistant Sales Manager,  
Eagle Pencil Co.,  
New York, N. Y.

The following policies guide us in crediting orders to salesmen in overlapping territories:

1. If all the work is done at the home office, and none at the branch, we give all credit to the salesman contacting the main office.

2. If the salesman at the home office merely secures listings, and the salesmen calling on branches must actually do a complete selling job to get orders, we credit the territory salesmen.

3. If the principal work must be done at the home office, but territory salesmen must, nevertheless, spend their time and the company's money in selling or energizing the local branch managers and salesmen, we credit the territory salesmen. We do this so that the territory salesmen will do a thorough and complete energizing job, and so that in their missionary work with consumers they do not discriminate against customers for whose purchases they do not receive credit, in favor of those customers whom they sell directly.

4. We have found it inadvisable, as a general rule, to divide credit between two salesmen, since usually both are dissatisfied as a result. Occasionally, however, when a misunderstanding has developed on a specific "one-time" order, we divide credit as the only fair alternative.

#### BY R. P. BRECKENRIDGE

Advertising Manager,  
Sweet-Orr & Co., Inc.,  
New York, N. Y.

Yes, we have adopted definite policies about "who gets the commission," and these policies are made stronger by making exceptions to them from time to time because of special circumstances. Our task is perhaps simplified by the fact that our sales territories are determined on a geographical basis.

Commissions are paid to the salesman into whose territory the Sweet-Orr merchandise is shipped.

There is little or no occasion for two or more men to work on one order; therefore the question of split commissions comes up rarely. If a salesman asks the help of another, operating in a different territory, when such assistance may be of value in selling someone who has a voice in the approving of the order, it is a matter of individual negotiation between the two salesmen involved. Sweet-Orr pays full commission to the first salesman only.

In certain territories there are two or more salesmen selling different items in our extensive line of work clothes and industrial uniforms—to the same retail merchants. While each salesman is paid only for the items for which he is responsible, frequently these men will sell other salesmen's numbers as a matter of cooperation among themselves. Our men find that they break about even, and that they increase the feeling of good will among their customers by playing ball in this way.

#### SALES MANAGEMENT

Number Twenty-six of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



This service was advertised to only three major magazine markets—those of Magazines B and F (both weeklies) and the TRUE STORY market.

True Story Magazine, at a premium price 50 to 200% higher than 9 of the top dozen magazines, sells more copies on the newsstands than any other monthly in the world.

# IF EACH AND EVERY FAMILY IN ROCHESTER, NEW YORK—

→ all 328,132\* of them—not only listened to your program, but, as a result of seven quarter-hour announcements, went out and paid 19c for your product, sent in a label together with 10c in cash, we think most advertisers would feel that an exceptional job of selling had been done. Yet, during the recent week, that is exactly what happened to an advertiser of WLW.

→ On this particular program, 75,757 letters were received addressed to WLW. Each reply contained actual proof of purchase and 10c in cash.

→ These replies were directed to WLW, yet the program was broadcast on a coast-to-coast NBC network, including fourteen 50,000 watt stations. The listening audience was simply asked to *send their replies to the station to which they were listening.*

If you'd like to see an actual breakdown of the facts and figures on this specific offer, together with a map based on the statistical data, please

WRITE OR CALL  
TRANSAMERICAN BROADCASTING  
AND TELEVISION CORPORATION

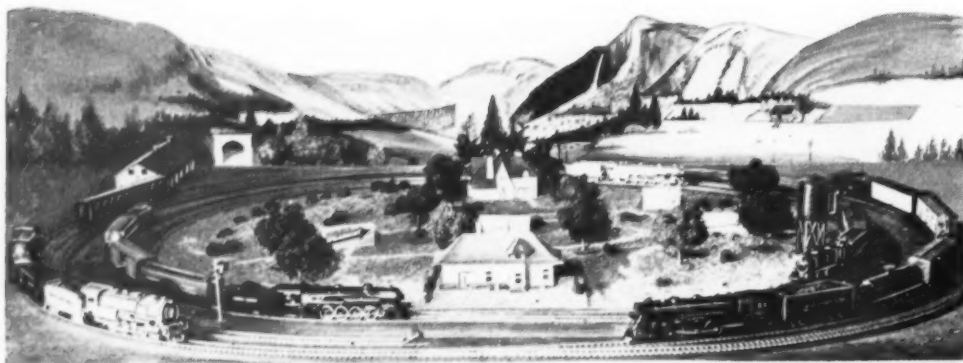
OR

## *The Nation's Station*

\*Population figure from the last census of the United States, 1930.

*See the Crosley Building at the New York World's Fair*

● Selection of Rochester in the above comparison is done purely on a basis of its population identity, and no reflection is intended on the service rendered by Rochester Radio Stations. ●



A model railroad such as this at the Model Railroad Exchange, Collingswood, N. J., is a dealer's layout that helps sell not only trains and equipment, but much other material, too. Thousands of enthusiasts spend big money on such railroads.

## Model Railroading Hobby Is Now a \$500,000 Business

A dozen manufacturers and scores of small shops specialize on accurately-built equipment for growing market of 75,000-100,000 customers. Department stores begin stocking this merchandise; newspapers start promoting it.

**T**HOUSANDS of men in this country are "playing train"—not with "tin plate" wind-up or electric toy sets, but with accurately built scale models using 2 1/4-in. or narrower gauge track systems complete with remote control, automatic switching, block signals and fascinating problems of train operation, maintenance of way and what have you. It's adult business, providing an outlet for the mechanical mind in doctors, lawyers, big-shots and little. A whole new manufacturing and selling

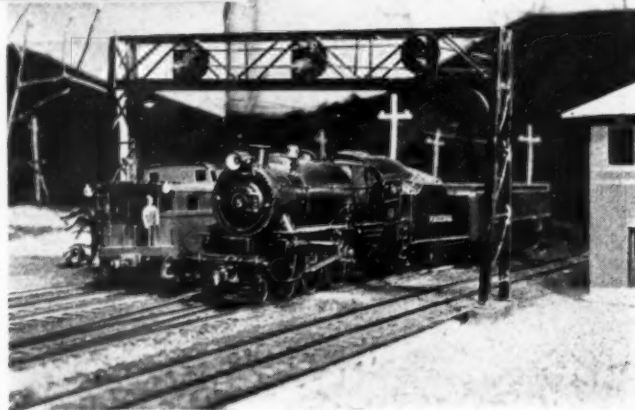
industry has built up around it with sales of equipment last year totaling more than \$500,000 not counting collateral sales of wood, wire, paint and so on.

Scale model railroading which now fills basements, attics and spare rooms in 75,000 to 100,000 homes got its real start during the dark days of depression. Many a man, spurred by his boy's toy electric train and aided by the rise of expert model making in this country, got his mind off grocers' bills by this kind of "play." It challenged his own ingenuity. He began to hunt constantly for something better. A few manufacturers responded. A great many little mechanical shops began making parts and equipment. A mail order business in such things rose. Special dealers in many cities got into business. Model clubs appeared everywhere. Finally the thing developed serious proportions.

A short time ago railroad assemblies, complete locomotives and cars and all manner of track and electrical sundries—all built to exact scale—became stock items in several department stores, notably Hudson's in Detroit which is said to have a \$10,000 inventory today, and the scale model rail-

(Below) Looks like the real thing, but it's a scale model railroad owned by Charles W. Wood, Jr., of Audubon, N. J. Locomotives sometimes cost \$100 and cars as much as \$20—unless the owner buys parts and material and builds them himself.

Photo by Courier-Post Newspapers



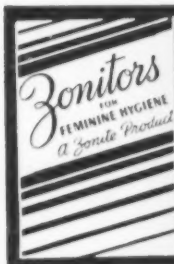
road industry got out of diapers and put on knickers. Long pants evidently will come soon.

Enthusiasts have a magazine, *Model Railroading*, published in Wauwatosa, Wis. Munsey's old-line *Railroad Magazine* has a special department for them and even newspapers such as the Camden (N. J.) *Courier-Post* are beginning to pay editorial and advertising attention to the hobby. In addition to organized clubs with elaborate scale model systems and the thousands of unnamed citizens all over the land who own their own, of course some "big names" appear. In Hollywood, Reginald Denny and Robert Montgomery spend long, relaxing hours "railroading"—and building and assembling equipment with which to do it. So does Charles M. McCune, a Pittsburgh first citizen, Daniel B. Wentz of coal fame in Philadelphia and C. P. Vose of Harriss & Vose, New York brokers. The list is a long one.

The steadily increasing number of consumers spend from \$100 to several thousand dollars for equipment, and there is no end to the possible additions to a home-assembled system so long as interest keeps alive. It has been hopefully estimated that they average an investment of \$100 per year, the country over, once they get a system into operation—but nobody knows.

The manufacturers who supply the market are headed by such toy and  
(Continued on page 46)

Number Twenty-seven of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



Just two of the top twelve carried this campaign. The list consists of Magazine C (a general monthly) and TRUE STORY. ....

True Story is the only major magazine that goes into most True Story homes. That is why True Story can add more new homes to any list than any other magazine.





*Always  
meant a lot . . .*

NOW  MEANS MORE  
THAN EVER BEFORE . . .

The improved emblem of The Associated Business Papers is symbolic of its greater significance to advertisers. Q Its *Standards of Practice*, guide-posts of ethical business paper publishing for twenty-three years, have this year been made stronger and more enforceable than ever before. Q Apace with the times, its member publications are constantly making their editorial pages more dynamic . . . increasing their hold on their reader-audiences. Q Singly in relation to your markets, and collectively as an association, these modernized A.B.P.-A.B.C. publications deliver an abundance of what it takes to produce resultful advertising.

THE ASSOCIATED BUSINESS PAPERS • INC



The questions of garagemen and mechanics keep many a Federal Mogul "clinic" going for hours past quitting time.

## Federal Mogul Strikes Pay Dirt in Field of Replacement Sales

Through the inauguration of a system of factory branches which warehouse complete stocks of bearings to meet any replacement demand, and through a constructive plan for showing jobbers and mechanics how to get replacement business, this Detroit manufacturer has pushed bearing sales ahead each year by sizable proportions.

**H**OW the manufacturer of original parts of a product may boost his volume by properly organizing to get the replacement business in his field is strikingly exemplified in the experience of Federal Mogul Corp., Detroit.

Since the earliest days of the industry, Federal Mogul has been one of the principal manufacturers of bearings for all types of internal combustion engines. It makes the bearings that are installed as original equipment by many of the leading manufacturers of automobiles, trucks, buses, tractors, industrial power units, marine motors, and airplane engines.

But with the growth of the automobile business came a demand for replacement parts, and Federal Mogul was quick to sense the opportunity in this field. It made a complete line of replacement bearings available to jobbers. It advertised to let the jobbers know that such parts were available at the factory. But with the rapid expansion of the industry, and the frequent changes of models, it soon became prohibitive for jobbers to stock

a complete line of replacement bearings. To order from the factory as needed entailed delay and extra expense.

Factory branches that would warehouse complete stocks in principal cities were the answer. In 1924 Federal Mogul acquired a replacement parts jobbing business that operated four branches in the Middlewest. Then about 1930 it absorbed another company that was engaged in reabbtting connecting rod bearings in some 15 cities. With these acquired branches as a nucleus, and following a well-known survey of trading centers, Federal Mogul has since built up a service division that now operates 55 branches, all of which are equipped to supply any desired bearing, in any size, at any time. They are so located that any jobber in the country can get service in short order.

These branches warehouse over 4,000 bearing numbers. All are equipped to machine bearings to special sizes. About 50% of them are also equipped to give babbiting service on connecting rods.

But for a manufacturer to make his goods conveniently available is one thing; to convince prospects of their need of such goods is another. Bearings were recognized by all as essential replacement parts. But hardly anyone ever gave a thought to them except in cases of complete bearing failure. If a motorist burnt out a bearing, for example, he had to have a replacement. It never occurred to him, to the jobber, or to the repairman, that worn or faulty bearings might be the cause of oil-pumping or other trouble.

Meanwhile, piston-ring manufacturers were persuading car owners that if their engine pumped oil, it needed new rings. The fact remained that installing new piston rings did not correct the trouble in every case.

Federal Mogul engineers knew that in many such cases new bearings, as well as new piston rings, were required. But how to convince all concerned that such was the case?

About four years ago they developed a special machine for checking and illustrating visually the relation between bearing clearance and oil leakage. This device proved conclusively that excessive bearing clearance, which results from wear on the bearing and on the shaft after long and hard engine usage, is a major cause of oil pumping and excessive oil consumption.

The device shows, furthermore, that a bearing worn to only twice normal clearance pumps five times the normal oil volume, while one worn four times

# MADE TO ORDER FOR AMERICA'S BUSINESS FARMER AND HIS WIFE

GOING TO TOWN is no Big Event for Mr. "Heart" Farmer. It is just routine. Good roads and good cars are the reason. He goes when he pleases... something the city man can't always do. He buys at the same stores. Across the counter they are *customers*... buyers of the city man... they are *customers*... things you make and sell.

So there is no such thing as waiting for the market-millennium... for the day when you will be "ready to tackle the farm market." If your product has any distribution at all, you're in the farm market NOW!

How to reach it? Go where farming means *more*... where there are *more* high-income farmers than any place else in the world... where *more than half* of the nation's farm wealth is produced!

And use Successful Farming... because it has "Heart" interest... because it deals with every day problems close to the heart of "Heart" families... because it is made to order for America's Business Farmer and His Wife.

In short: Start with the "Heart"... where farm-ers mean business! Meredith Publishing Company, Des Moines, Iowa.



# SUCCESSFUL FARMING

LARGEST FARM CIRCULATION in the WORLD'S RICHEST FARM REGION



ordinary clearance (which means only .006 of an inch) pumps 25 times as much oil.

Having developed this device, Federal Mogul had 50 copies of it made and placed them with the branches, where they have been used in educating jobbers and mechanics. Branch managers and salesmen at first arranged meetings at which they used the machines to illustrate their talks on the subject and to give demonstrations. Now that they have become well known in the trade they are frequently lent to jobbers who display them on the counter, together with a chart and explanatory copy, where any customer can study the subject himself.

In order to learn whether or not the bearings of a given motor were worn, though, it was necessary to tear down the motor and examine the bearings, Federal Mogul developed a bearing oil leak detector which enables the mechanic to test all of the bearings, oil headers, and oil lines on any full-pressure lubricating system without the necessity of dismantling the motor. This is used both for pre-testing to reveal the need of reconditioning, and for testing after the work is done, to demonstrate that the trouble actually has been corrected.

### Comprehensive Education

Meanwhile, an educational campaign was being conducted to apprise jobbers, jobbers' salesmen, and garagemen of the facts concerning bearing clearance and its relation to oil pumping. This was done through advertising in trade journals, by direct mail, by charts and posters furnished jobbers and service station operators, and by lectures and demonstrations already referred to.

The engineering department prepared a comprehensive Engine Bearing Service Manual, telling how to diagnose and correct engine troubles caused by worn or cracked bearings, and this was sent free to service men who would write for it. This book is now in its third reprint and over 1,000 copies are still being distributed monthly. It contains much technical information and many micro-photographs concerning bearings and bearing failures which have been widely copied by technical schools and others. A series of consumer ads was run in *Collier's*.

Piston ring manufacturers, knowing that installing a new set of rings did not always correct engine troubles, began to suggest that the bearings, too, be examined. Oil companies borrowed much of the Federal Mogul material to educate their customers who com-

plained of oil knocks or excessive oil consumption.

Trade journals were quick to take up the subject and to publish articles on bearing service. Trade and technical schools incorporated illustrations and technical information from the Federal Mogul manual in their own textbooks. Even competitors took up the subject and helped to popularize the need of replacement bearings, in much the same way.

Educating thousands of garagemen and mechanics is a big job and a continuous one, and the work is now being prosecuted even more vigorously than ever before. At the beginning of 1939 a sales engineer was employed to devote his full time to traveling about the country, conducting "clinics."

Selected for his personality, speaking ability, and quick wit, as well as for his engineering training, this representative visits the various territories and gives lectures and conducts meetings prepared for him by the branch managers. He is qualified to give advice on many problems and it is not uncommon for his audiences to hold him till 12 or 1 o'clock at night with their questions and discussions.

William R. Waddell, sales manager

of the service division, showed many letters of appreciation sent in voluntarily by jobbers and others who have attended these meetings. Their usual tenor was to the effect that the "clinic" was the most helpful service that had ever come their way. Individual mechanics said it was worth \$50 to them, and so on.

The best proof of the effectiveness of all this, though, is found in the rapidly and consistently mounting sales curve of Federal Mogul's service division, which operates the branches. In 1935, sales of bearings alone through this division increased some 35% over 1934; in 1936, the increase was 47%; in 1937, when the effects of the educational work were becoming more pronounced, sales jumped another 57%; in 1938 they added still another 33% in spite of general business conditions, and for the first few months of 1939, sales are increasing at the highest rate yet attained.

These percentages, however, are for sales of bearings alone, exclusive of other parts and materials, and of service work. The total increases, naturally, have not been so spectacular, but they have been consistent and they have been gratifying.

## New York Life Salesman Wins First Beata Quota Salesmanship Award

**F**IRST Annual Award for Distinguished Salesmanship, sponsored by Beata Quota sales fraternity, was won by Jimmie C. Smith, New York Life Insurance Co. salesman of Oklahoma City. The award was founded for the purpose of recognizing "unusual courage, resourcefulness, initiative, and ingenuity in

achieving sales results."

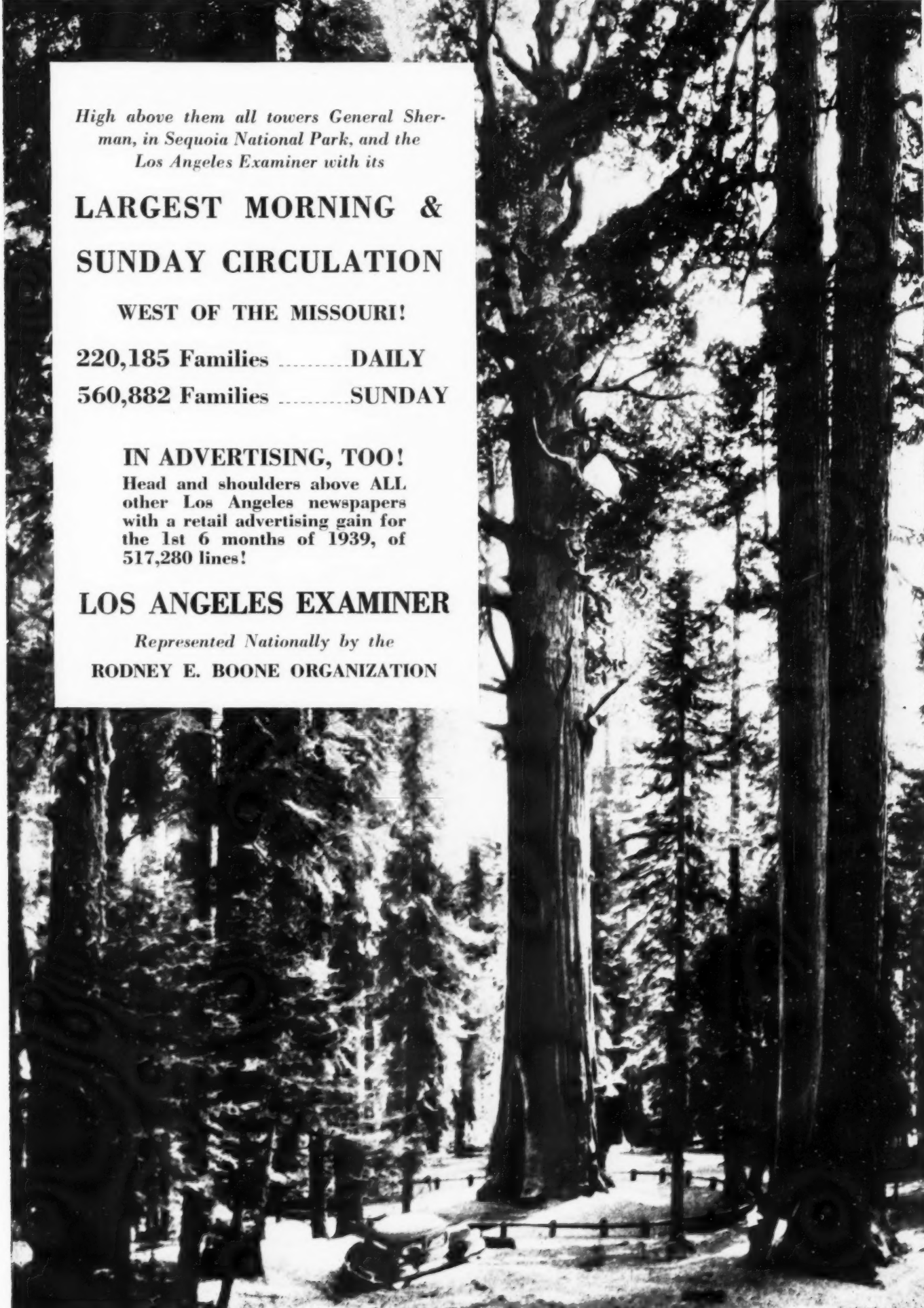
Salesman Smith was nominated for the award by E. G. Bewley, supervisor of the Oklahoma City offices of New York Life. On December 3, 1938, Mr. Smith was in an accident in which he sustained a broken jaw. The doctor ordered him to a hospital to have the jaw set, and told him he would have to wear a cast from four to six weeks to allow the broken bones to heal.

This pronouncement didn't fit in with Mr. Smith's plans, for he was pointing toward a large volume of business in December, and was determined to follow those plans regardless of consequences. Despite the warning of his physician, he started to work Friday night, December 9, and from then until December 31, he wrote 30 applications for a total of \$1,047,320. As a result, he led the Southwestern Department of New York Life for the month. With the record in the bag, Jimmie Smith went back to his doctor, who said the jaw had healed and would have to be rebroken.

Presentation of the award was made before the Executives Association of Oklahoma City, by Oscar Moore, gen-



Prize-winner Jimmie Smith, with the silver trophy that attests his pluck, and "the smile that won't come off."



*High above them all towers General Sherman, in Sequoia National Park, and the Los Angeles Examiner with its*

**LARGEST MORNING &  
SUNDAY CIRCULATION**

**WEST OF THE MISSOURI!**

**220,185 Families ..... DAILY**

**560,882 Families ..... SUNDAY**

**IN ADVERTISING, TOO!**

Head and shoulders above ALL other Los Angeles newspapers with a retail advertising gain for the 1st 6 months of 1939, of 517,280 lines!

**LOS ANGELES EXAMINER**

*Represented Nationally by the*  
**RODNEY E. BOONE ORGANIZATION**



eral sales manager of the F. D. Bearly Lumber Co.

Three honorary mentions for the award were suggested by the judges. These went to David Lukoff, Philadelphia Coke Co.; Harry C. Bock, Pennsylvania Laundry Co.; and Charles Sinnott, New Orleans Public Service, Inc.

David Lukoff's territory consists of 27,000 homes, principally in the middle and lower income groups. In a Summer campaign running from the middle of April until the first of June Mr. Lukoff called on 2,300 customers in 40 days, made 870 sales, and secured the necessary down payment and signature on each contract.

Mr. Bock, formerly credit manager of a large company which went out of business, found himself without a job at the age of 50. He joined the Pennsylvania Laundry Co. as a bundle boy and relay man. An emergency arose, and he was given "Route 14," one of the toughest routes in the city. He built it into one of the most successful of the company's territories, and increased his earning power to a satisfactory figure.

Charles Sinnott was a young fellow, just out of Tulane University, when he signed up with New Orleans Public Service. Mild-mannered and shy, he was not the type one visualizes as a typical salesman. In the first campaign of 1938 he achieved but 53% of his quota, ranking 26th among 33 men. In the next campaign he raised his standing to 16th, and in the two following drives, to 5th and 9th places. In the final campaign of the year, running from September through December, featuring all the services of the company, Mr. Sinnott achieved 303.9% of his quota to win the contest, and his quota was the highest in the organization.

Judges for the award were Arthur W. Ramsdell, former president, the New York Sales Executives' Club, Saunders Norvell, and Ray Bill, publisher and editor of SM.

Number Twenty-eight of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



Three out of four of the top twelve magazines missed this schedule. Only Magazines H, L, and TRUE STORY were on the list. . . .

True Story Magazine has consistently shown in many studies to have the highest index of advertising readership of all the major magazines.

## What Sales Training for Route Men Is Doing for the Ice Industry

The program sponsored by National Ice Advertising includes full-page training messages in "Refrigeration," regular sales meetings, and eight sound slide films a year.

**W**HEN a trade association-sponsored training program proves so helpful to 30,000 route salesmen in a year's time that the industry puts up money to continue it for another year, it's a feather in the cap of sales training. That is what happened in the case of the training program now being sponsored by National Ice Advertising, Inc., sister organization of the National Association of Ice Industries, Chicago.

National Ice Advertising was formed back in 1935 to help rejuvenate the ice industry through advertising and promotion. Its leaders had gone only a little way into the job when they realized that one thing the industry most needed was "streamlining." There were "old fogeys" in the ice business who considered it no further advanced than it was in 1900. Modern methods of merchandising were almost foreign.

### Battle on All Fronts

With this problem before it, NIA began advertising and promotion. Through Donahue & Coe, Inc., New York, it took space in a large list of magazines and trade papers, sponsored radio programs on national networks and supplied newspaper mats and other material to member companies for local advertising. It suggested spick and span uniforms for ice men, modern and efficient delivery trucks, and sanitary delivery bags instead of the antiquated ice tongs that allowed ice to drip over the customer's kitchen floor. Then it started on a sales training program to teach the route salesmen of the industry how to sell ice, refrigerators, and ice for air conditioning.

Instead of preparing an ordinary sales manual and distributing copies of it to each salesman taking the course, Trade-Ways, Inc., New York, who produced NIA's training material, departed from that procedure. It was felt that ice route salesmen needed something off the beaten path of ordinary sales training material. A "voice of authority" speaking to them as such

about the "do's" and "don't's" of selling ice refrigeration would not serve. They needed down-to-earth talk, based on the experience of men like themselves. And they got it in the form of serial human interest stories which bring out pertinent points to be remembered in selling.

Each week these stories, entitled "Straight Off the Route," appear in the ice industry's trade paper, *Refrigeration*, published in Atlanta. Four characters, all typical ice salesmen whose day-by-day experiences are much the same as those of the routemen who read the pages, are the spokesmen. There's Jim, the good salesman; Tom, the greenhorn; Bill, the well-meaning dumb-bell; and Frank, the old-timer who thinks that all you need in the ice business is a strong back. Week after week the routemen who follow this series watch the progress of these four characters, learn from them the methods they use to sell (or in some cases, to fail to sell) ice and refrigerators.

### Easy-to-Take Instruction

Since the first of these pages appeared in *Refrigeration* early in February of 1938, each succeeding page has dealt with one single idea about the work of the ice routeman—getting ice customers started earlier, selling refrigerators for domestic and commercial use, suggesting the advantages of permanent refrigerator drains, etc.

No one ever speaks but the four routemen. They argue among themselves about what is the best method to sell ice and ice refrigeration, and in that way tell the reader what he himself can do to increase his sales volume. The following "story" of the 1939 series, headed, "Jim sure saved that sale for me," says Bill, is typical.

Bill, the well-meaning dumb-bell, is speaking:

"Gee, Jim Wilkins is a swell guy. He's always ready to give anybody a hand if he can. He sure helped me out of the hole last week.

"There's a butcher on my route who's a regular customer for ice for his big cooler, see? Now, he ain't got any display case, but every time I start to talk to



# ILLUSTRAVOX *The* MASTER SALESMAN

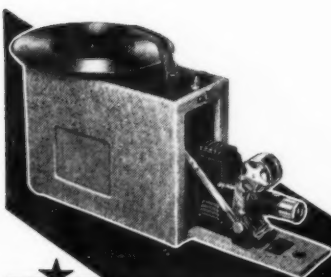
USED BY: Bethlehem Steel • Coca-Cola • Ford • General Electric • DuPont • Nehi • Lever Bros. • Goodyear • Bendix • Sinclair • Johns-Manville • Lucien LeLong • Celotex • Packard • Dodge • Kraft-Phenix •

ILLUSTRAVOX is the *accepted* modern sales training and selling tool . . . proved by more than 200 leading firms who are using over 30,000 machines. ILLUSTRAVOX will make better salesmen faster and at lower cost than old methods of training . . . will actually sell more merchandise for you . . . and will do it now!



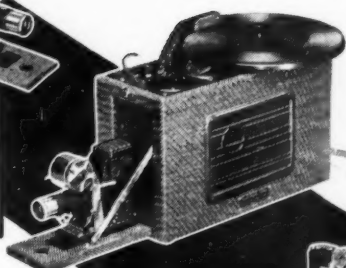
## ★ THE NEWEST MODEL

Designed for small group showings and individual sales solicitations, the Model 108 is small and light in weight . . . as convenient to carry as a brief case. Though low in cost, there is no sacrifice of quality, utility or performance: sturdy construction—plays both 12" and 16" records—large film magazine—carrying compartment for records and small screen—remote control for convenient operation. A powerful sales tool out of all proportion to its small size and low cost.



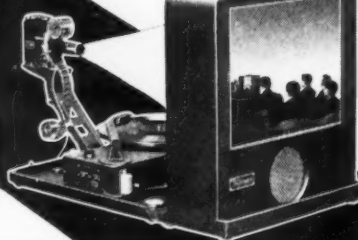
### ★ JUNIOR Model 108

Newest Illustravox, for individual and group showings up to 25 people. 100 Watt extensible projector—adequate ventilation—convenient film loading. Excellent tone and volume. Crystal pickup with long arm for proper tracking on 16" records.



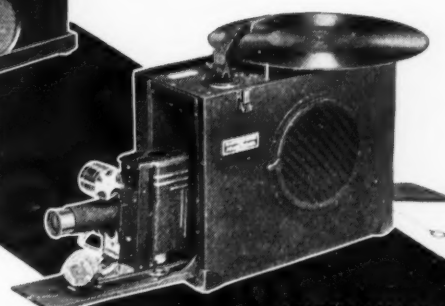
### JUNIOR Model 101 H

A popular all-purpose machine. 100 Watt projector shows brilliant 6 foot pictures or can be used with small desk screen. Excellent tone quality and ample volume for any size group up to 150 persons. Plays 12" or 16" records.



### THE SALESMAN

A complete portable theatre in a single case. Put it on desk or table, unfold, plug-in and your sales message goes into action. Projector shows pictures on translucent screen in front of case, providing unrestricted vision for moderate groups.



### THE SENIOR

A deluxe machine. Features new 300 Watt projector with automatic film take-up and remote control. Projects brilliant 10' pictures. Powerful four tube amplifier and extensible 8" speaker with baffle provide ample sound for groups up to 1000 persons.

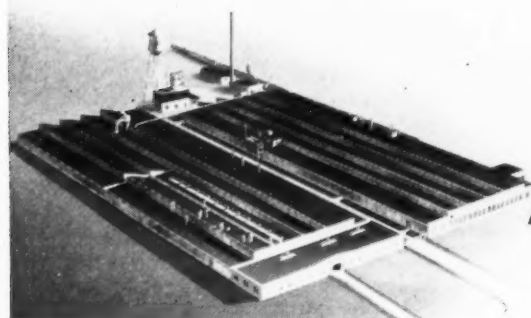
PRICES RANGE FROM

**\$34.<sup>90</sup> TO \$115.<sup>00</sup>**

DEPENDENT ON MODEL AND QUANTITY

YOUR perfected sales story recorded on 12" or 16" records is simultaneously illustrated with graphic still pictures, projected thru 35mm non-inflammable films. Your sales message will be more dramatic, powerful and convincing and will be repeated *every time* exactly the same way.

ILLUSTRAVOX is the *most economical* medium. The equipment cost is so low as to make widespread distribution practical. The expense of duplicate films and records is so little (*only a few dollars per set*) they can be widely circulated . . . with frequent changes to fresh material. The machines are so simple that they can be set up for operation instantly . . . and operated by any inexperienced person anywhere. MADE by the oldest manufacturer of sound equipment, engineered to assure *perfect* performance *every time*, they have been *time and field tested* by thousands of users. BETTER salesmen and more forceful sales methods are paramount in modern merchandising. ILLUSTRAVOX gives you both—at low cost. Write for full particulars!



Illustravox machines are made under patents 2121910, 2056921, 2067835, 1448279, 1643670, 2056784, 2078521, 2070226, 2159152 and 2144565 owned by The Magnavox Company, Inc.

# Electro - Acoustic Products Division of MAGNAVOX

• PIONEERS IN SOUND SINCE 1911 •

FORT WAYNE, INDIANA, U.S.A.

**ADVERTISING  
PLAYING CARDS**




GIVE YOUR SALESMEN  
A FRESH APPROACH  
WITH  
PLAYING CARDS

**BROWN & BIGELOW**  
*Remembrance Advertising*

SAINT PAUL, MINNESOTA

MANUFACTURED  
EXCLUSIVELY FOR  
ADVERTISERS BY

Number Twenty-nine of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



**FLORIDA**  
*Citrus Sales*

Only two out of the twelve major magazines carried this business. The list consisted of Magazine L, and just one other book—TRUE STORY. . . . .

True Story Magazine bulks its exclusive circulation among that kind of people who must be the only important source of future sales growth for most American manufacturers.

**CAN YOU AFFORD  
NOT TO FLY?**



**BUSINESS MEN!** Can you afford to take days for a trip—when you can do it in a few hours via TWA!

**DO YOU KNOW** that thousands of leading firms use air travel regularly!

**LOOK** at the time you can gain! Suppose you're in Los Angeles. You board TWA's "Sky Chief" 5:00 p. m. (P.S.T.)—spend the night in a luxurious Sky-sleeper—arrive New York next morning! Fare, \$149.95.

**CHICAGO TO NEW YORK?** 3 hrs. 55 min. ! "Commuter Service" 8 flights each way! Fare, \$44.95. Free meals . . . no tips! 10% Discount on round trips!

PHONE Travel Agent or TWA for rates anywhere.

Transcontinental & Western Air, Inc. 8MB  
Kansas City, Missouri  
Send FREE BOOKLET on TWA service to both Fairs—with stopovers at Boulder Dam and Grand Canyon!  
Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_



**SHORTEST, FASTEST  
COAST-TO-COAST**

him about a modern ice display case, he shuts me right up by telling me he's not interested. Then, just the other day, as I'm pulling up in front of his store I see a mechanical salesman going out. Now those boys are pretty smooth talkers, so I see I'd better get working on this bird or he'll buy a mechanical case before I know it.

"Well, after I got through servicing his big cooler, I go to work on him. He seems interested for a little while, but finally he says, 'It sounds all right, but I'm in no position to make an investment right now.'"

"Well, that had me floored, and I guess I must have looked kind of low when I come back because Jim says to me, 'What's the matter, Bill? Eating something that don't set so good?'"

"It wasn't eating, it was hearing," says I. And I went on and told him about it."

In the course of the conversation, Bill pours out his troubles and Jim counters with pointers Bill should have used to clinch the sale. When Bill doesn't understand how Jim would have sold "that tough baby," Jim takes him down to the butcher's shop and shows him. He convinces the butcher that nothing would be lost by seeing an ice display case demonstrated, and the story ends with Bill telling the reader that "Sure enough, Old Man Schultz comes down to the display and we ended up by selling him an ice case. I got credit for the sale, but, believe me, Jim sure saved that one for me."

These "Straight Off the Route" pages form the subject matter for meetings which plant managers and plant sales managers hold with their men. Such meetings are usually scheduled for two or three days after the current copy of *Refrigeration* has gone into the homes of the route men and the program is carefully planned on the basis of that week's "story."

### Meetings, Films Recapitulate

Reprints of a month's supply of "Straight Off the Route" pages are sent to plant managers or sales managers who conduct the meetings, along with instructions for opening and closing talks, suggestions for procedure of the meeting and questions to be asked based on the week's story of Jim, Bill, Tom and Frank.

The routemen don't get off simply by answering questions. Each meeting usually ends with several of the men engaging in "sales practice" interviews. A theoretical situation is created, in which the characters are a routeman and a prospect, and it's up to the salesman to talk himself into, or out of, a sale for his fellow students to commend or criticize.

Sound slide films are also used in conjunction with the training material supplied in "Straight Off the Route." Each year eight films, pro-

duced by AudiVision, Inc., New York (equipment by Electro-Acoustic), are sold at cost to member companies subscribing to National Ice Advertising. These films feature the same four characters and take up many of the same points included in the manual material. They are shown at the meetings to review material covered previously and to emphasize the points to be remembered in selling ice, domestic and commercial refrigerators and ice air conditioning.

During 1938 National Ice Advertising furnished the meeting manuals to 2,017 ice sales executives in the United States and Canada. "This number of executives," says Hurley G. Hust, NIA advertising director, "represents about 33 1/3% of the total number of ice companies, but they manufacture and sell more than 60% of the total ice sold."

### Sales Increases Attest Value

As for the results that this training material has produced, NIA points to the fact that it is backing the program for a second year. Figures are not available for the whole year of 1938, but in June of last year the association made a survey of the first four months' operation of the training program. It found that 78% of the companies using the material increased ice sales during that period over the corresponding period of 1937, and that on the average their sales were 18% higher than those of the companies which did not use the "Straight Off the Route" series.

Mr. Hust points out that "ice sales this year are more than 12% ahead of 1938. The result could not have been accomplished without improved selling and service on the routes, backing up our national and local advertising. We are convinced that our program of training has been largely responsible for the marked improvement in sales and service methods throughout the industry."

Ice companies were not the only ones to benefit from "Straight Off the Route." *Refrigeration* found that including the series in its pages "had a tendency to stabilize its circulation and was largely responsible for maintaining circulation through a poor business year."

All efforts on the part of route ice salesmen to sell more ice refrigerators, and ice air conditioning this year are backed by NIA's largest magazine advertising schedule. On the list are 14 general magazines, six farm papers and 18 trade magazines, the latter including grocery, restaurant, fishing, florist, funeral, building, banking and home economics papers.

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THE ROSS FEDERAL RESEARCH CORPORATION is engaged in, and is primarily interested in, accurate, unbiased and independent fact finding. We believe that the interests of fact finding are best served by accurate and ethical uses and presentation of facts.

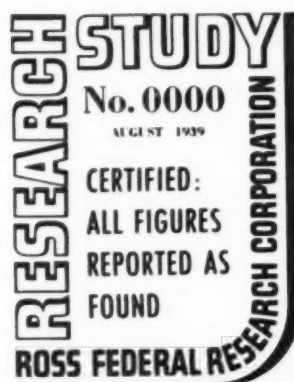
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**ROSS FEDERAL RESEARCH CORPORATION**  
**18 EAST 48TH STREET NEW YORK CITY**



# What Dog-Loving Americans Spend on Their 12,000,000 Pets

(Continued from page 24)

tised for dogs. Several insurance companies advertise to dog owners, offering both life and travel insurance. Durham Duplex Razor Co. has just launched an extensive advertising campaign for its Dog Dresser division, copy to appear in five dog journals and *Country Life*, *Harper's Bazaar*, *House Beautiful*, *House & Garden*, *Town & Country*, and *Vogue*. Koret, the bag maker, now has a leash matching a lady's handbag.

Though not much fun for the average dog, his wardrobe can be a source of deep satisfaction to his mistress. The dog departments of fashionable department stores realize tidy profits from the things that Fido wears. Last year Saks-Fifth Avenue advertised white pique dog collars with leashes—"Send them to the laundry with the master's stiff shirts—\$1.75." Saks sells dogwear made by Antoinette Behrs, "canine haberdasher," including a camel hair coat lined with red satin, beautifully tailored, that retails at \$14. Even Hearn's, New York store catering to the masses, offers luxuries for dogs, an advertised list being headed by dog boots at \$1 a pair. Reversible rain-coats with hoods, after-the-bath suits, sweaters (with "sleeves"), blankets (without "sleeves") are carried in many stores.

But the dog-outfitting shops carry other items besides clothes and such accessories as collars and leashes. There are dishes, beds, baskets, toys (even Christmas stockings), "Bow-Wow" bonbons, remedies (Sergeant's are probably best known), and flea-killers, liquid garlic (recommended as a vermifuge).

The swank New York sporting goods store, Abercrombie & Fitch, distributes a four-page booklet advertis-

ing its "Dog Corner." Illustrated in it is an Irish linen collar and lead set, at \$3.50; a cotton pullover, for "after the dip," at 75 cents; and a hat rack (for his collar, lead, comb, brush, etc.) with dog's name and replica of his breed shown in silhouette, at \$3. In *Life*, some months ago, was shown the Roto-Romp, an exerciser for overweight dogs, sold by Abercrombie & Fitch for \$19.75.

A product for dogs (though not exclusively) that is doing very well and has enormous sales potentialities is *Leray*, an infra-red ray lamp that kills fleas and other insects. Introduced to the retail trade last September, it now has wide distribution in better-grade shops. The price is \$12. It has other uses, such as killing moths and bed-bugs, parasites on cattle, etc. But, as a member of the *Leray Corp.*, New York, expressed it, "Those who buy it, blame it on the dog," i.e., they buy it primarily as a flea-killer. The firm has prepared some interesting literature embodying testimonials. There's a letter from the president of the Bide-A-Wee Home Association, testifying to the efficiency of the lamp in killing fleas and ticks.

## The Pooch in Print

Rivers of ink and reams of paper have been consumed to satisfy those who like their reading matter to have a "doggy" flavor. The New York Public Library recently reported an increased demand not only for books on the care of dogs, but for stories about them. The library has 456 different books about dogs, including books of verse. Titles are barometers of the public's current attitude toward the animals, a popular volume being "Dogs for Profit." The vogue of obedience trials, a feature of many dog shows, is reflected in the demand for books on the training of dogs.

That there's profit in publications for dog fanciers we assume from the comparatively large advertising appropriations backing them. The American Kennel Club's book, "The Complete Dog Book," a sort of Bible among dog breeders, has been advertised repeatedly in the club's magazine, *American Kennel Gazette*. In the four years since it was brought out, more than 10,000 copies have been sold. The New York publishing firm, Simon & Schuster, famed for its successful sales policies, reports having sold



Ewing Galloway

Urban life may have all but eliminated the dog's traditional recreations—hunting, fighting, courting—but business has given him a hundred luxurious substitutes. Even the few cynics who doubt that the dog is man's best friend must admit that he's certainly treated as though he were.

nearly 15,000 copies of its book on the urban dog, "How to Raise a Dog, in the City and in the Suburbs."

There are at least a dozen magazines for dog owners in this country, in addition to hundreds of dog columns in newspapers and magazines. (*Horse and Horseman* added a dog department in February!) *American Kennel Gazette*, mentioned above, is the class publication in the field, costs 50 cents a copy, \$4 a year, is an A.B.C. member, circulation 4,656. It is printed on fine paper and has high typographical standards, frowns on over-exuberant claims in its advertising columns. *Dog World*, leading "mass" publication in the field, is also an A.B.C. member, circulation 16,751, costs 25 cents a copy (June and December issues, 50 cents each), \$2 a year.

There is little evidence that hotels, apartment buildings, restaurants, railroads, steamship lines and others catering to the public are using the concern that most owners feel for their dogs' welfare as a sales tool. SALES MANAGEMENT recently sent a questionnaire to a representative group of American resort and commercial hotels in order to discover their attitude toward dogs. Most of them seem to regard the animals as necessary evils. One-third of those who replied have kennels, usually in the basement. (There would be more kennels, but many owners insist on keeping their pets in their rooms.)

One hotel accepts guests with dogs only overnight. Several report that they do not solicit the patronage of persons with dogs. Some permit small dogs in guests' rooms, but one insists that they use the service elevator. The

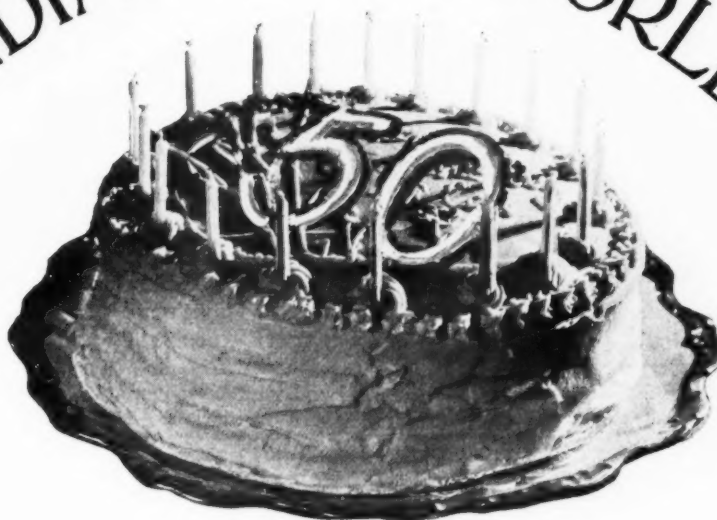
Number Thirty of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



75% of the twelve major magazines missed this business. The list was Magazine D, Magazine E and, reasonably enough, TRUE STORY. . . .

True Story Magazine is read by more mothers of young children than any other magazine in the world.

# INDIA RUBBER WORLD



## May We Offer You a Piece of Cake?

1

We're going to have a birthday party on October 1st — the 50th — and will celebrate it with a very special issue — the sort of issue that will be preserved for reference purposes.

1

8

A number of regular advertisers have already arranged for special space and special copy for the October 1 number — it's an opportunity worth investigating.

9

8

INDIA RUBBER WORLD was the first publication in the American Rubber Industry and for a half century has been recognized as the authority. Largest circulation and over 100% *more* advertising volume than any publication in the field.

3

9

Reservations for the Golden Anniversary Number before September 1 — copy by September 10.

9

WRITE FOR MARKET AND CIRCULATION DATA AND RATES

**INDIA RUBBER WORLD**

420 LEXINGTON AVE.

ESTABLISHED 1889

NEW YORK

only hotel manager to show any real enthusiasm for dogs was the Providence-Biltmore's, who considers them "welcome guests," adding, "We have found them very little trouble insofar as cleanliness is concerned. They are not allowed in the dining rooms, but any other part of the hotel is open to them."

No hotel reported making special provisions for the diet or exercise of dogs, though several stated that bell-boys and porters would take them out upon request, and that food would be prepared for them in accordance with the owners' instructions. The Hotel Cleveland has special kennels in the baggage room, kept at room temperature and supervised by an attendant.

The manager tells us, "There seems to be a growing tendency for childless couples to carry a dog, to which they devote a great deal of care. It has become almost obligatory, therefore, that hotels provide adequate accommodations. In my opinion, this tendency is on the increase."

#### He Travels in Canine Luxury

Anyone who gets around much will notice that dogs are traveling nowadays, by rail, steamer and motor, though not by airplane. (A trailer showed up at the "tin can tourist" convention in Florida last Winter, with a pet terrier riding behind in his own miniature "Poochy" trailer.) Small dogs, brought not on leases but in carrying baskets, are now allowed in rooms on Pullman cars. The railroads pride themselves on the care and attention they give to dogs traveling in baggage cars. This is also true of the steamship lines. Generally speaking, however, they do little to bring this to the attention of the public.

An exception is Railway Express which advertises in dog journals, has an exhibit at the big dog shows, and goes to considerable pains to make the lot of the traveling dog as easy as possible. A Railway Express man watches over dogs and other animals in their traveling crates, feeds and waters them in accordance with owners' instructions, and, if requested to do so, exercises them.

Owners, children especially, often send touching letters indicating their solicitude for their pets, telling of their idiosyncrasies. Example: "Pete gets car-sick; please let him out to stretch his legs now and then."

Announcements for this year's National Dog Week, to be held in September, have already been sent out by Robert Briggs Logan, executive secretary of National Dog Week Association. Its letterhead calls it "A non-profit movement begun in 1928 for the benefit of all dogs," lists seven objec-

tives. The first of these is "A good home for every dog." The last is of greatest interest to many of us: "Respect the rights of those persons who do not own dogs." Association members, listed separately, include manufacturers of canned and dry dog food and of remedies.

The announcement states that 197 cities are organized to date for observance of the week. There are to be parades, dog shows, contests, radio programs, newspaper articles. There will be posters, auto stickers and mailing stickers, and, for dealers, NDW window streamers for tie-in window displays by groceries, drug stores, meat markets, department stores. Buttons will be furnished for store clerks, and for such groups as Boy Scouts, Girl Scouts, 4-H club members. Dealers

will be given suggestions for emphasizing "doggie needs" during the week.

Our present mode of living undoubtedly tends to increase the importance of pets in the home. Dogs, the most adaptable of animals, fit into small apartments; they provide an emotional outlet in childless homes, and, because of the declining birth rate, this factor will be intensified. Because of labor-saving devices, the modern woman has more leisure time to spend on the care of a dog; that's one reason why she's so responsive to the sales appeal of gadgets, accessories and knick-knacks for dogs. The master has more leisure time for a dog, because his working week is shorter.

*Business could do worse than keep a weather-eye on the canine market.*

## "Cotton Week" Clicks; Year-Around Sales Program Sought

(Continued from page 32)

Between 1,800 and 1,900 news stories about Cotton Week were counted by the Council and many newspapers and trade journals carried entire special sections devoted to it. More than 500 newspaper editorials commended the program.

Estimates as to the actual number of individual stores which participated, vary from 75,000 to 100,000 and include outlets of almost every type and description. Reports from these stores indicate increases in cotton goods sales during 1939 Cotton Week over the same period the previous year ran from 10% to as much as 75%. The Cotton Textile Institute estimated that the average was at least 20%.

A Market Research Corp. of America audit showed a total of 771,029 agate lines of advertising of cotton merchandise during Cotton Week in newspapers of just the 15 cities covered by the survey.

Ten million copies of Sears' Spring catalog devoted 33 pages to offering complete cotton selections to Sears' mail order patrons.

In their advertising, many companies brought out the fact that they themselves are among the nation's largest users of cotton. W. T. Grant stores, for example, use 30,000,000 pounds annually; Goodyear, in the past 25 years, has used for tires alone more than a billion pounds, and in 1939 expects to consume another 120,000 bales. Sears consumed 200,000 bales

in 1938 in the manufacture of its merchandise, representing 3.47% of the 5,747,978 bales consumed in America last year.

An important aid in moving the cotton surplus will be the new southern regional research laboratory now under construction in New Orleans at a cost approximating \$1,000,000. The laboratory will employ 200 chemists and research workers to seek new industrial uses for cotton, sweet potatoes, peanuts and other southern crops.

John A. Logan, of Washington, president of the National Association of Food Chains, reporting at the June meeting on the chain food stores' support of Cotton Week, pointed to the increasing use of cotton bags for re-tailing sugar, flour, etc. Clerks are instructed to meet price objections in favor of the paper bag by calling attention to the re-use value of the cotton container.

Mr. Logan recalled that agricultural production has been greatly increased while agricultural exports fell off more than 50% during the past ten years.

"We are faced," he said, "with the absolute necessity of either finding new export markets or developing additional domestic consumption for our specialty crops, such as cotton. Activities of the totalitarian states make it almost impossible for us to increase our foreign trade, so we must turn to increased domestic consumption to solve this problem."

"To do this, we must keep all channels of distribution open. While it is undeniably true that purchasing power is off in many sections, the fact remains that large areas have adequate buying resources if we can show the public that the quantity, quality, form and price of our product are right."

To the suggestion that Cotton Week



be extended next year, Mr. Logan advocated a series of one-week celebrations at different seasons. These, he feels, would be more effective than a month-long event due to the difficulty of sustaining public interest for a month at a time.

Oscar Johnston, of Scott, Miss., president of the National Cotton Council, expressed preference for a "broad, comprehensive program." The spurt of a Cotton Week, he added, is necessary "to stimulate immediate interest; but there should be effective advertising to sustain it. A continuous campaign is needed to increase domestic consumption to 10,000,000 bales and the foreign market to 7,000,000—which is the Cotton Council's objective.

"Sporadic advertising is almost valueless," he asserted. "It must be an every-day proposition. Cotton Week was a trial balloon. We must develop a campaign to create an appetite for all year consumption of cotton."

Another strong advocate of year 'round promotion is George P. Thompson, president of the New Orleans Wholesale Grocers Association, and longtime advocate of advertising as a stimulus to cotton sales. "The public," he told the meeting, "and the retail merchants would quickly use more cotton if they were educated to its advantages through proper advertising. We can't expect a five-day campaign to educate them for a year. For many years cotton bagging was used by growers and distributors in shipping beans, fruit, rice and other commodities. Why was this discontinued? Shippers would just as soon use cotton bags as anything else if merchants asked them to. Retailers and wholesalers must be educated, through consistent advertising directed at them day after day throughout the year, to demand cotton bags both for their own advantages and for the benefits such use will bring to thousands of American families."

Number Thirty-one of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.

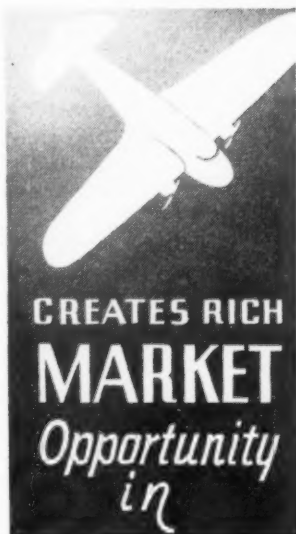


Nine of the top twelve books didn't carry the advertising of this product. Magazines D, H and TRUE STORY did carry it. . . . .

True Story Magazine is the only major monthly founded since the close of the nineteenth century before the Wage Earner Families developed into America's primary consuming market.

AUGUST 15, 1939

# New \$15,000,000 SOUTHEASTERN NAVAL AIR BASE



## JACKSONVILLE Florida

Jacksonville, chosen as the ideal site for the Navy's new Southeastern Air Base, offers the same marked advantages to aviation industry. Consider these points:

**TAXES...** Companies falling within the aircraft and aircraft parts classification are exempt from all taxes through 1948...no state income or sales taxes. Low construction costs...cheap power...ample supply of intelligent, native-born labor. Labor disturbances are rare.

**TRANSPORTATION...** Jacksonville, the largest South Atlantic port, has regular steamship service to North and South American and European markets. Highways, rail, water and air routes converge here. Freight rates are favorable. Raw materials are within easy access.

**CLIMATE...** Ideal for year-round working efficiency—cool in summer, warm in winter. The flat terrain has numerous protected seaplane landing areas.

Investigate the opportunities the Navy's new Air Base creates for YOU in Jacksonville. On request we will supply an individualized "brass tacks" survey defining Jacksonville's suitability as a location for your plant, branch plant or sales office.

**THIS SERVICE IS FREE. ASK FOR IT**

**INDUSTRIAL COMMITTEE, CHAMBER OF COMMERCE**

Department B

JACKSONVILLE, FLORIDA

Please send me detailed information about Jacksonville

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_



### QUOTES

From The Hepburn Board's Report to the Naval Affairs Committee of Congress, March 20, 1939:

"The percentage of flying hours makes Jacksonville entirely acceptable from the point of view of weather."

"The advantages presented by Jacksonville are: Superior strategic location with entirely satisfactory operating conditions; superior transportation facilities and superior local labor and industrial resources."

"Moderate cost of development."

### Exceptional Opportunity for these Industries:

Aviation...Wood Products...  
Kraft Wood Pulp and Paper...  
Rubber Goods...Glass...  
Ceramics...Paint and Varnish  
Chemicals...Food Processors  
...Tobacco Processors.

# ADVERTISING AGENCIES

## No Men Need Apply

Four women were honored by the Advertising Federation of America at its 35th annual convention in New York in June. This was not unusual, as such awards are made each year to winners of the Josephine Snapp Contest, which is open to all advertising women in the United States.

But what was unusual in this case was the fact that one of the winners was honored for outstanding work in advertising for a client, rather than for an employer.

Miss Ann I. Gleason, the winning contestant referred to, is her own employer—and mighty proud of it. She is owner and chief account executive of the Gleason Advertising Agency, Detroit—one of the very few agencies in this country placing business nationally that are owned and operated exclusively by women.

Not only is Miss Gleason a woman, she is a very feminine one. Nature made her that way, and she has not attempted to pervert nature's work. She is feminine in appearance, voice, mannerisms, apparel, and make-up. There are no mannish clothes or mannish hair-cuts in the Gleason agency.

And yet Miss Gleason deprecates the feminine appeal in business. "I think if women must compete with men, they should do so on an equal basis," she said. "I expect no special consideration in business because of my sex. On the other hand, I have not found that men are prejudiced against women in business. I think that if gender is just ignored, as it should be under such circumstances, that is better for all concerned."

"Of course I find that more easily said than done. I am quite willing to ignore the matter myself, and men with whom I have worked for some time come to do likewise, but I still have to recognize custom in contacting others. I seldom seek an appointment with a prospect, for example, because he is likely to become too interested in wondering what I look like. Instead, I go right out, cold turkey, and

try to impress him with the fact that I am a business woman, there to talk business in his language.

"On the other hand, we do recognize and emphasize certain facts in this connection. We stick to our own field, and we insist that, other things being equal, we know more about this field than any man can possibly understand. Being women ourselves, we claim to understand the psychology of women better. And, of course, we can talk to women more freely and more understandingly.

"I have written copy for such products as oil, gasoline, and copper tubing; but, on general principles, I prefer to promote

Ann Gleason  
... deprecates  
feminine appeal  
in business.



such goods as cosmetics, foods, household appliances, soaps and cleansers, women's wear, women's preparations, and style goods.

"As a matter of fact, though, I cut my teeth on mineral water, which might be considered neutral. I have had such an account for 13 years and it has taught me a great deal about selling through advertising. The copy in this case has to do the selling, right up to the point of getting the prospect to pick up the telephone and place the order. Some of my other products include milk, butter, ice cream, cleansers, foods, and cosmetics."

Miss Gleason is modest in relating her experiences. She does not claim to be brilliant nor even original. She does not find advertising romantic. She stresses hard work, common sense, sincerity, simple copy, persistence. She thinks a great deal of money is wasted in advertising.

"I think that if an advertiser has only a dollar to spend, he should at least get his dollar's worth," she said. "Many advertisers do not get their money's worth because they are not consistent and persistent. They have no plan, their advertising is spasmodic, lacks correlation, continuity, and direction."

"When I took over one account several years ago, I knew the client had spent a certain amount in advertising the previous year. Specifically, he had just run an occasional ad and hoped to get some business from it. Without telling him of my intention, I prepared an advertising budget in which I scheduled expenditure of as much

during the first two months as he had spent during the entire previous year. He was convinced that this was the proper thing to do, our consistent advertising during those first two months brought commensurate returns, and he spent several times as much during the remainder of the year. That account has now grown from an occasional ad in one newspaper to consistent advertising in about 225 media, including newspapers, magazines, and radio. And the company's sales have multiplied accordingly.

"It is in such results that I find my greatest satisfaction. I get a thrill every time even a small client adds another employee, another truck, another outlet. When I take an account, I always try to do more than I'm paid to do. It isn't my job just to write the advertising; I want to do everything I possibly can to increase that client's sales. Without so much as an invitation to do so, I may suggest different packaging, different merchandising methods, even different formulae. I go out and make tests on my own responsibility. I may go into a retail store for several days and actually sell or demonstrate a product to get first-hand information on the women's reaction.

"On one occasion I demonstrated a food product in this way and found that the great majority of women considered it too tart. Perhaps the formula was none of my business, but I made it my business because my advertising won't produce satisfactory results unless the product pleases a majority of readers. As a result of this simple test, the formula was changed and the product promptly began to meet with better acceptance."

Miss Gleason started at the proper place to learn a business—the bottom. After graduating from St. Joseph's Academy, Adrian, Mich., she worked a short time as a clerk in a U. S. Government office, then, when the war was over, got a job as a checker in a big, national advertising agency. That was hot and dirty work which she was quite willing to quit as soon as she got a chance. After some further elementary training, she became secretary-treasurer of a new agency, where she soon became "the man behind the man behind the gun," as she expressed it. There she did everything from serving as office girl to writing copy.

Then came the depression, and with it a basic incentive to get some accounts of her own. She did it, going out cold turkey and asking for business when there was practically no business to be had. She laughs now about the time a police dog followed her up the steps to a prospect's office, sniffing at her heels all the way, and she tried to make herself believe she was afraid of the dog, whereas she knew she actually was afraid of the prospect. But she went in. And to make the story end happily, she got the account, and still has it.

Most of her accounts were small at first, but some have since grown to pleasing proportions. And she has consistently added others. After contacting her own accounts for several years, she formed her own agency at the beginning of 1938, taking a modest suite of offices in a downtown office building. On September 1 she expanded both her space and her organization to take care of additional business recently acquired.

## Agency Notes

Cory Snow has resigned as president and a member of the board of directors of Ben-

SALES MANAGEMENT

**PRIZE BONUS  
CAMPAIGNS  
complete sales  
contest service**

**CAPPEL, MacDONALD & CO.**

DAYTON, OHIO

DETROIT • NEW YORK • CHICAGO • ST. LOUIS  
CINCINNATI • PHILADELPHIA • BOSTON  
MERCHANDISE PRIZE AWARDS



nett, Snow & Walther, Inc., Boston, to form his own agency, Cory Snow & Co., same city.

The Max Schmidt memorial award of \$250 for the best poster design on the Pacific Coast recently went to Fred Glauser, art director of the San Francisco office of Erwin, Wasey & Co., for a poster designed for Client Leslie Salt Co. The award, presented by Schmidt Lithographing Co., was made at the July meeting of the Pacific Advertising Clubs Association held in Oakland, Calif.

William L. Diener, Inc., Chicago agency, has opened an office in Grand Rapids, Mich., headed by Wesley Aves, formerly advertising and sales promotion director of Baker Furniture Co.

Young & Rubicam has opened an office in San Francisco to direct the radio advertising of its client, Hawaiian Pineapple Co. Bryan Houston, vice-president, is in charge, assisted by Frank Delano.

The National Advertising Agency Network has added two new agencies to its membership: N. A. Winter Advertising Agency, Des Moines, and Stanley J. Ehlinger, Inc., Tulsa. The Elliott Advertising Agency, Boston, has reaffiliated with the organization.

The Bureau of Foreign and Domestic Commerce recently published a list of French advertising agencies and concessionaires. Copies are available from the Government Printing Office for ten cents.

## People

Sidney Lightstone has joined Grey Advertising Agency, New York, as account executive. For the past four years sales promotion manager of the Boston Store, Milwaukee, Mr. Lightstone last year was chairman of the publicity and sales promotion group of Associated Merchandising Corp. He has also been associated with Gimbel Bros., Philadelphia, and J. L. Hudson, Detroit.

Craig Davidson, until recently with Jam Handy Picture Service, New York, and before that associated with General Foods Sales Corp., is now with Compton Advertising, Inc., New York, in an executive capacity. Also at Compton, Gordon Aymar, head of the art department, and John E.

McMillan, head of the radio department, have been elected vice-presidents.

Erwin, Wasey & Co., New York, has appointed Marie C. Sullivan to the promotion and public relations department of the agency. Miss Sullivan was formerly with the women's division of North American Aviation and Eastern Air Lines.

E. B. Ruffner has resigned as vice-president of Ruthrauff & Ryan, Hollywood office, where he was in charge of the radio department. William E. Betts remains manager of the Hollywood office of the agency.

Louis N. Brockway, who has been associated with Young & Rubicam, New York, for the past nine years, has been elected a vice-president of the firm and will be in charge of contact on General Foods products handled by the agency. He succeeds Clarence E. Eldridge, who resigned recently to become a vice-president of the General Foods Sales Co., Inc.

Louis N. Brockway  
... takes over  
General Foods  
contact.



James Remington McCarthy, author and former scenarist for Paramount, Metro-Goldwyn-Mayer and Walter Wanger, has joined the New York staff of N. W. Ayer & Son. Before going with Ayer he was an associate editor of King Features Syndicate, Inc.

George H. Thornley, who joined Erwin, Wasey & Co., New York, in October of last year, has resigned. He was formerly a partner in Thornley & Jones, New York, and a senior vice-president of N. W. Ayer & Son, Philadelphia.

## Account Appointments

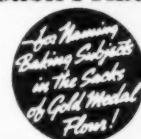
To: McCann-Erickson, Cleveland office, Art Metal Construction Co., Jamestown, N. Y. . . . Hazard Advertising Corp., New York, the industrial advertising of U. S. Industrial Alcohol Co. and its subsidiary U. S. Industrial Chemicals, Inc. . . . J. M.

Mathes, New York, Sperry Hutchinson Co., distributors of Green Trading stamps . . . James Thomas Chirurg Co., Boston, Boston, Inc.

To: Abbott Kimball, New York, United Piece Dye Works, to promote "Certified Couturier Colors" . . . Kelly, Nason & Winsten, New York, Tourneur Beauty Products, originators of individual powder blending . . . Erwin, Wasey & Co., Seattle office, Brown & Haley, makers of Almond Roca candy bars . . . Jerome B. Gray, Philadelphia, York Chemical Works, manufacturers of commercial fertilizer, and Gunzenhauser Bakery . . . Ivey & Ellington, Philadelphia, Caloric Gas Stove Works. Benton & Bowles, New York, the advertising for Cue, a new liquid dentifrice manufactured by Colgate-Palmolive-Peet Co.

Number Thirty-two of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.

**\$10,002**  
**Cash Prizes**



This Gold Medal contest copy ran in only four of the top dozen major books. Women's Magazines D and E, weekly Magazine K, and TRUE STORY. . .

The only major monthly established since the close of the nineteenth century, True Story Magazine, has been given a consecutive year-by-year increase in its share of the food manufacturers' advertising expenditure not equalled by any other woman's magazine published.

## Enjoy these Superb Facilities

NOT the largest Chicago hotel but the very newest—and talk about value—no other Chicago hotel can compare, dollar for dollar, with the ultra-modern facilities and service that keeps guests continually coming back to this fine hotel. Sparkling rooms and luxurious suites, each with tub and shower bath, circulating ice water and servitor. Three colorful dining rooms, including a popular-priced coffee shop. Ideal location in the center of things to do and a step from world-famous Michigan Boulevard.

ALLAN G. HURST  
Manager



**CHICAGO'S**  
**HOTEL**  
**KNICKERBOCKER**



West Coast Winner: Fred Glauser of the San Francisco office of Erwin, Wasey & Co. won the \$250 Max Schmidt memorial award with this poster, designed for the agency's client, Leslie Salt Co. Schmidt Lithographing Co. were the donors.

AUGUST 15, 1939

[ 63 ]





[If You've Written a Letter That Gives  
an "Extra Satisfied" Feeling, Send in  
a Copy to This Department. It May Win.]

### It Pays to Use Kid Gloves on an Impatient New Salesman

Salesman Johnny Come-Lately has started on his second or third trip around the territory and he is developing a slight case of swelled head. He is an enterprising youngster, and his orders have been coming back to the home office in gratifying quantity. But he is impatient with some of the old fogies, the fussbudgets, and the hardshells among his customers.

What sales manager has not had this situation bob up in the training of a green, though promising, novice?

He can't hawl Johnny out or laugh at his petty conceit, as he could with a more experienced man. Johnny takes himself most seriously.

John Morris, assistant s.m. of Eagle Pencil Co., N. Y., meets the situation gently and tactfully in the following to Johnny:

"Have you ever read a letter over and found something between the lines that wasn't in the words themselves? Probably you have. I find myself in that position after reading over your recent letters and reports. So, get a comfortable chair and let's have a little chat together.

"I get the impression that now that you are beginning to 'feel your oats' in this new commercial selling job, you are starting—as do nearly all new commercial men at about this stage of the game—to get just a little 'cocky' and over-sure of yourself, just a bit too ready to look for a short cut instead of doing things the 'right' but perhaps harder way. Some of your remarks indicate an impatience with some of your 'queer' customers; some of your 'cracks' suggest that you think that perhaps life is too short to bother with this fellow or that.

"In writing you of these impressions, I don't mean to imply that I think your work this

trip is not satisfactory, because everything considered I believe that you are doing a good job. But, I'm anxious that you should do not only a good job, but the best possible job; and I think that if you'll take a quiet hour or so some evening or weekend to think things over, you will realize that there is a danger that all of us may, at times, get a little 'cocky', a little hasty in some of our judgments, a little too ready to jump to one conclusion or another. It's important that we watch ourselves all the time to be sure that we are going along on a steady even keel, and that we are keeping our heads working sensibly all the time.

"It's too easy, John, to make hasty 'wise-guy' business decisions which we will regret later. The smartest business men I've worked under have been those who checked their on-the-spot impulses in the light of carefully considered, logically thought-out plans. As for some of your 'queer' customers, it takes all sorts of people to make a world. We can't pick and choose our customers. We've got to take them as they are. Our most successful salesmen have developed the ability to be tolerant of peculiar customers and to play upon these peculiarities to the Eagle Pencil Co.'s advantage. I'm sure you can develop yourself in both of these directions—that of thinking clearly and soundly under pressure, rather than jumping to a 'wise-guy' conclusion; and that of learning to work with all the different types of people which we find as our customers and prospects, even the most unusual ones.

"Perhaps some of my impressions are not correct, but I've had it in mind for the last week or two to write you along these lines, because such a word of advice to a young salesman starting out on commercial work is often necessary at about this stage of the game, and because reading between the lines of some of your reports and letters, I got the impression that such suggestions might be helpful.

"In any event, thinking some of these ideas over cannot do you any harm, and perhaps they may prove helpful. I know you'll give them careful and earnest consideration, and will be glad to have your reactions to any of these thoughts."

### Seasonal Wares Need Selling Between Buying Dates Too

A customer for a seasonal product gets all kinds of bowing-and-scraping when he is about to buy. After he has purchased, a good many companies seem to lose interest in him until the next season—when he is again courted and kowtowed to.

E. S. Wilson, Jr., assistant traffic man-

ager of the Wilson Line, Inc., Philadelphia, believes it is a wise policy to leave a favorable impression soon after the customer-company transaction has been completed. His line sells excursions on its ships. Over 60% of the recipients of his letter responded with a few criticisms, and many helpful suggestions. He wrote:

"I am sitting at my desk looking out on the river and reminiscing about this Summer's business. Naturally, my thoughts turn to you and the Blank Co. I am wondering if your outing was as successful as you had hoped it would be—I am wondering if you were 100% satisfied with our service—and I am also wondering what we can do to help you put on a bigger and better excursion next year.

"Won't you, while your 1939 outing is still fresh in your mind, please jot down a few suggestions or criticisms on the back of this letter and return it in the enclosed reply envelope? It will help us in serving you better next year."

### A Brace of Collection Letters That Jog Memories Cheerily

Innumerable are the ways of growling, thundering, or chuckling, a "Please Remit." Of them all the cheerful friendly epistle is preferable in the early stages. The Round Table has published many such by our ingenious contributors, and will continue to do so. Herewith a pair plucked from the month's batch.

Edmund T. Jones, of the medical department of J. B. Lippincott Co., Philadelphia publishers, is author of the first. Wm. F. Chase, of the Bearing Service Co., Pittsburgh, signed the second.

#### "A FRIENDLY REMINDER"

"An alarm clock never intends to offend; it simply reminds us of something we meant to do anyway.

"Will you accept this letter as a friendly little alarm clock reminding you that you intended to send us a check for your medical books today?

"Thank you."

"There comes a time in every man's life' . . . well, you know.

"The time has come when something really must be done about your old account.

"We are enclosing a statement showing the condition of your account up to May 31.

"Will you please note the part that shows up in red? \$300.50 that dates from February 3, 1939, to March 15, 1939.

"You wouldn't ask us to carry this any longer, would you?

"How about mailing a check NOW?

"Thank you."

### Round Table Winners for July

JOHN MORRIS  
Assistant Sales Manager  
Eagle Pencil Co.  
New York, N. Y.

N. J. NEWMAN  
Mock, Judson, Voehringer Co.  
Long Island City, N. Y.

CHARLES T. MANLEY  
Burch Manufacturing Co.  
Kansas City, Mo.

# Pay No Attention to Mr. Tacks— He Doesn't Even Know His ABC's

Advertising's bad boy asks some hard-to-answer questions on which comes first, distribution or advertising.

BY BRASS E. TACKS

ONE question that often puzzles me (but not nearly so often as the one that our poor publishers keep asking these days) hinges around this practice of "A," "B" and "C" schedules—and how they are determined.

Last week it came up again. I was in talking with Joe, the space buyer (dear old Joe—what would this series be without you?), about his gasoline account.

The conversation went like this . . . "Joe, this Spring appropriation is good news. Let's talk about some of our markets, huh?"

"O.K., Tackey, which ones in particular?"

"Alpha, Beta, Omega—"

"Well, in Beta, we'll use our 'A' schedule. Your *Bee* is on. The 'A' schedule hits about 12,000 lines. Nice business, eh?"

"Lovely, Joe! Lovely."

"And Omega looks all right. That gets 'A' too."

"Fine, Joe—grand news."

"But about Alpha, I don't know. Let's discuss it. It'll be just one paper and a 'B' schedule."

"'B'?"

"Yeh, we've got only four pumps in Alpha. An 'A' schedule's out of the question. It's—" Well, to cut the story short (and to give it a fairly happy ending), our *Advance* will get about 8,000 lines.

## Does Advertising Always Pay?

But, can that be good space buying? How come Alpha, the big town, gets only 8,000 lines, while little Beta and microscopic Omega get half again as many?

Of course, you and I both know what happened. Joe took a breakdown of sales by cities, applied percentages and ended with a detailed advertising budget. His expenditures simply were made to fit those figures.

But is that smart? Shouldn't Alpha be skipped entirely? Shouldn't those Alpha dollars be pushed to one side unspent? Shouldn't they be allowed to accumulate until Alpha distribution is good enough to justify an "A" schedule?

Isn't gasoline one of those "brand name" items? I doubt if shopping can be encouraged. John Jones and his good wife must find it impossible to differentiate between brands. To them, Texas seems to give just about as much for the money as Socony; Shell about the same as Gulf, etc. The determining factors are more largely station appearance, station location, dealer intimacy and brand name intimacy.

With "just four pumps," Joe's chances of doing any business in the big Alpha market are slim. He's not ready for advertising. He has a selling job to do. Many, many new locations are needed—so many that Mrs. Jones, after absorbing Joe's advertising messages, will be in position to make a purchase easily.

## Circumstances Alter Rules

If the product weren't gasoline, the story might be different. With a new washing machine, "just four outlets" might be sufficient. She'd be willing to look around. She'd hunt for a dealer. But gasoline!—well, how far would you go? Would you even cross the street?—or have you, too, perhaps said, "Oh, hold it, Nellie, there'll be one on this side soon."

So, how can Joe justify his 8,000 lines? How can they hope to pay their way? Certainly, they'll create some consumer intimacy. But how can said c.i. be translated into sales?

But to defend Joe (wheel!—lookit me on the other side of the fence!), I can explain his action. His account executive and his client are more largely to blame. If Joe suggested skipping Alpha, they'd throw up their hands in holy horror. "Stay out of Alpha? Joe, you're crazy! That's our big goal. We're out to crack that town! Think of Alpha's gasoline potential. Skip it? Nothing doing—give it the works."

Their desire overshadows their logic. It's like a proud papa buying a catcher's mitt for the baby boy. The ambition is commendable but impractical.

Instead of this refiner's putting 8,000  
(Continued on page 71)

## MERCHANDISING EXECUTIVE WANTED

A large manufacturer, nationally known, is planning a retail store program. A man with executive chain store experience is needed to build and supervise these stores, which handle over-the-counter merchandise and also serve the commercial trade by means of solicitation through outside salesmen.

He must have broad experience in proper store procedure with respect to merchandising, accounting, store management and personnel training. He must also know how to select towns for the stores and proper locations in the towns.

It is equally essential that the man know how to supervise distribution activities concerned with selling to commercial institutions and to independent dealers.

An outstanding man, of proven accomplishment, is needed. If you do not possess these qualifications please do not answer this advertisement.

If you do reply, give full pertinent information as to personal and business factors. Full assurance is given that replies will be treated in confidence and that references will not be checked before a personal interview is conducted.

This is a rare opportunity to join one of the oldest, largest and most firmly established organizations in the country.

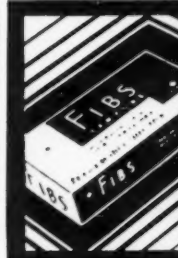
BOX 666

## SALES MANAGEMENT

420 Lexington Avenue

New York

Number Thirty-three of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



Only three major magazines carried this advertising. Magazines C and I (both are general monthlies) and, logically, TRUE STORY MAGAZINE.

True Story Magazine, the only major medium deliberately edited to the literary tastes of the new Wage Earner Family market, places its greatest circulation among the kind of people who account for greatest consumer sales.



# Model Railroading Hobby Is Now a \$500,000 Business

(Continued from page 48)

small motor makers as Lionel, Gilbert and Knapp, plus the nine members of President E. P. Alexander's Association of Model Railroad Manufacturers centering in his American Model Railroad Co. of New Rochelle, N. Y. (he estimates the association's output alone for the last year at \$200,000) and the long list of little local and regional shops. They have a good-sized bear by the tail in this scale model railroad business.

Scale model means just what it says—built to scale. Every minute detail of the original prototype is reduced in size and built into the model. Model railroad craftsmen are cranks for accuracy. They would never make the mistake of placing a Pennsylvania style step, for instance, on a New York Central caboose, Pullman trucks on a freight car, or mix up other minutiae that might escape the notice of the average person.

Most model railroaders make a great deal of their equipment and rolling stock from raw material. Many of them purchase cars and locomotives in kit form and assemble the parts. Still others purchase many items in their completed form ready to run. Regardless of the branches of work that may be best suited to various craftsmen, the hobby as a whole has created an enormous demand for assembled kits, thousands of individual parts, electrical apparatus and raw materials of every description.

There are four recognized track and equipment sizes in model railroading, HO, OO, O, and Standard gauges. Each of these gauges is accurately measured in metric. HO scales  $\frac{1}{8}$  in. to the foot; OO,  $\frac{3}{16}$  in.; O,  $\frac{1}{4}$  in.; Standard,  $\frac{1}{2}$  in. to the foot.

For limited space or small apart-

ments, the HO, or smallest scale, provides the greatest scope for coverage; O gauge is the preference for the model railroader who has basement facilities or plenty of room to spread out, and is the gauge used by practically all clubs. The Standard, or largest gauge is too big for practical use indoors and is restricted almost entirely to outdoor layouts. The OO gauge fits in the gap for those with only a moderate amount of space who find the O gauge too large but do not want to go as small as the HO.

Some manufacturers stick to equipment in just one gauge, specializing in that size; others turn out items for all gauges. Some specialize in raw material, others in the various kits, ready to assemble, and much equipment is now being manufactured in finished form, ready to be laid and run. A good, factory-built locomotive may cost \$100; a good car, \$20.

## Pastime into Profit-Maker

One characteristic example of the quick growth of the industry and the casual way in which many manufacturers have started into business can be found in a south Jersey firm, The Model Railroad Exchange, West Collingswood, N. J. Joseph W. Manning, who heads this enterprise, began his career as a model railroad hobbyist in 1934. Friends were attracted to the work, and finally a club was formed.

Products and material to work with were difficult to obtain and in seeking out supplies from scattered concerns in many cities by mail, Mr. Manning slid into the role of ordering parts for others as well as himself, and from that he gradually got into the supply business as a sideline, finally opening a regular store catering exclusively to the needs of model railroaders.

By 1936, this sideline had progressed so rapidly that he left his regular employment to devote full time to his own business. By 1938, it was grossing better than \$10,000 a year (and this in a small suburban town, not a large city) and is still growing. His figures for 1939 point to at least a  $33\frac{1}{3}\%$  increase over 1938.

Additional prominence on a national scale was gained by Mr. Manning with his development of the MRE permanent magnet motor for model locomotives when he was awarded the contract to supply a quan-

tity for use on the locomotives in the model railroad exhibit at the New York World's Fair. His motor has a small 11-pole armature and develops sufficient power to pull a scale model train of 75 cast aluminum cars with a total weight of 70 pounds.

The exhibit, now on display at the Fair, is the largest model railroad ever to be assembled, and represents an actual 24-hour railroad operation scaled down to a 35-minute show. A real water area of 1,200 square feet forms a portion of the complete layout. Three million feet of wire were used in the construction of the signal system alone. The track area features 125 switches, ten double slips, two rigid crossovers, and over 70,000 wood ties. About 400 pieces of rolling stock are used. The entire system is operated by remote control, nothing is touched by hand. This tremendous Fair layout is sponsored by the Eastern Presidents' Conference, a representative group of executives of all eastern railroads.

Real railroads all over feel kindly toward the hobby of model railroading and leading roads have been lending every assistance toward promoting the hobby throughout their respective areas. Several of the model clubs are helped with space or other facilities by railroad executives who see a good will and publicity angle in the hobby for railroads in general. The Philadelphia Model Railroad Club is located in the Pennsylvania Railroad Building.

## For Experts and Dubs Alike

Largest and most aggressive club in America is the New York Society of Model Engineers which maintains the nation's largest and most complete club railroad layout in its headquarters on 42nd Street. The Philadelphia club is believed second in size. Murray L. Lehman, president of the club and Charles W. Wood, Jr., general manager of the model railroad are both connected with the maintenance division of American Telephone and Telegraph Co. This experience has given them the ability to create a highly complicated interlocking control system closely resembling that of a real railroad.

But any individual who possesses some mechanical ability together with the desire to work at home craftsmanship can become a model railroader and is a potential for the hobby. Some begin by reading the hobby publications, or looking at layouts and equipment in retail supply stores in their locality, or by becoming interested through friends in the hobby. Many interested novices in larger cities join model railroad clubs and learn the

Number Thirty-four of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



Ten of the big twelve didn't carry this copy during the first half of this year. The exceptions were Magazine H and, TRUE STORY. . .

True Story Magazine, the only publication written by its readers out of their own personal experiences, offers advertisers an editorial aura of believability not available in any other medium. And advertising must be believed to produce sales.



hobby from older members. Scale model railroading knows no class or clan and appeals to all ages. A man can start a railroad for little money, but he immediately becomes a customer of some consequence to manufacturers and dealers who supply materials.

The Camden *Courier-Post* Newspapers are believed to be the first newspapers to become interested in the development of model railroading and push it from an advertising angle. Frank W. Richardson, head of the industrial news department for the Camden papers, is a scale model railroader on his own account. The pace at which the hobby and its manufacturing industry was growing interested him and gave him an idea. He set up plans for the general promotion of the hobby in his section and at the same time paved the way for some new sources of advertising revenue for his paper.

### Promotion Wins New "Addicts"

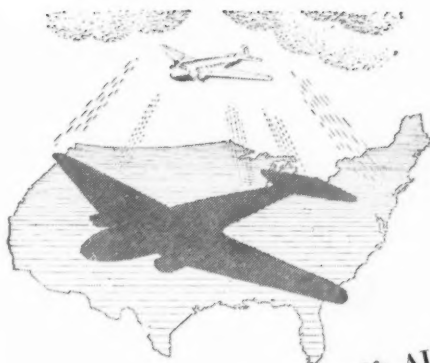
An eight-week advertising campaign was launched, including a series of good technical stories to back up the manufacturers' and dealers' ads. Photographs of local layouts were published. Results were highly satisfactory all around, for in addition to focusing model railroaders' attention on the sources of supply it attracted a number of new followers to the hobby. Promotion generally during the past year in the areas covered by the *Courier-Post* Newspapers has resulted in new dealers, more complete stocks at the established dealers and an increased volume of hobby business.

Increased interest in the New Jersey-Pennsylvania area also brought about the first Philadelphia Model Show, held recently by the Association of Model Railroad Manufacturers. In previous years the association's shows have been confined to New York City, but like the rest of the industry they are spreading.

Philadelphia's first show, managed and executed by Thomas C. Tenniswood for the association, was so successful that it has given the coming New York show, scheduled for this Fall, a new mark to shoot at. The Camden *Courier-Post* Newspapers and the Philadelphia *Record* of the same newspaper chain were official publicity media for Philadelphia's maiden venture into the model show field, running advertising copy supplemented by news stories in both papers prior to the opening.

That train you see "comin' 'round the bend," folks, may be only a small scale model, but lots and lots of dollars are hopping on board.

AUGUST 15, 1939



## ...NATIONAL DISTRIBUTION OVERNIGHT?

Easy—when you use super-swift AIR EXPRESS—2500 miles overnight! Samples, style goods, spare parts—anything that needs speed—z-z-zip right from your door by AIR EXPRESS direct to outlets everywhere. 3-mile-a-minute nation-wide and sectional coverage via 232 key cities with fast air-rail connections to off-airline points. Also by air to Latin America, Hawaii and the Far East. Complete, convenient, economical. For action, phone RAILWAY EXPRESS—AIR EXPRESS Division.

FREE booklet, "Air Express for Bigger Profits." It tells you how! Write Dept. 14, Air Express Division, Railway Express Agency, 230 Park Avenue, New York, N. Y.



## AKRON BUSINESS Shows Substantial Gains For First Six Months of 1939!

A recent report released by the Akron University Bureau of Business Statistics, showed business gains ranging from 8% to 212.8% for the first six months of 1939 compared with the same period of 1938.

While industry nationally in 1939 is well above the 1938 level, Akron gains are much larger than the country at large.

### A FEW FIGURES FROM THE 6 MONTHS' REPORT

- 212.8% Increase in Value of Residential Construction.
- 119.4% Increase in Passenger Car Sales.
- 27.4% Increase in Industrial Power Consumption.
- 18.7% Increase in Inbound Railroad Carloadings.
- 17.9% Increase in Outbound Railroad Carloadings.
- 16.2% Increase in Bank Debits.
- 16.1% Increase in Department Store Sales.
- 14.1% Increase in Long Distance Telephone Calls.
- 8% Increase in Postal Receipts.

Keep your sales figures in step with Akron's Business upswing by placing your advertising in the

## AKRON BEACON JOURNAL

ESTABLISHED 1839

REPRESENTED BY: STORY, BROOKS & FINLEY



## Mirror Magazine Moves Up

The New York Sunday *Mirror Magazine* and the Sunday *Mirror* were born together at what was generally an inopportune time. The date was January 10, 1932. The magazine—then as now—was not a supplement. It was edited only for Sunday *Mirror* readers. Its covers, in four colors, were and are the covers of the entire newspaper. Black-and-white and comic sections are "stuffed" inside.

If there were a depression at that time, the Sunday *Mirror* did not show it. In two years its circulation—and of course, the circulation of the *Mirror Magazine*—reached 1,000,000. For the six months ended last March 31, its A.B.C. total was 1,475,963.

This circulation reaches into every state. But 700,000 of it is in the New York metropolitan area (the 50-mile radius), and 1,045,000 of it in New York, New Jersey, Connecticut, Massachusetts, Rhode Island and Pennsylvania.

These six states have 28% of the U. S. population, do 33% of U. S. retail sales. All told, they embrace 225 cities of 10,000 and more population. In these cities, the Sunday *Mirror* reaches the equivalent of 21.2% of all families.

The magazine has had a lot to do with this growth. The Sunday *Mirror* is said to be the only newspaper in the country with a "magazine cover." The magazine itself is done in gravure, employing four- and two-color and monotone for editorial material and advertisements. It runs no fiction, but concentrates on dramatic, human-interest, true-to-life presentation and interpretation of news.

The July 30 issue, for example, presents a spread of pictures on the United States Lighthouse Service, taken over, after 150 years, by the Coast Guard; a feature on "Careful How You Dive!"; "Three Little Girls from Broadway"; harvest scenes in Europe as perhaps "A Prelude to War?"; a color spread on the "Paris openings"; another spread on the innards and outards of Grand Central Terminal, and regular Sunday features, including book reviews and movie previews.

Number Thirty-five of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



Just three of the big twelve carried this copy. Two were weeklies (Magazines G and J), the other was TRUE STORY.

True Story Magazine, purchased mainly by housewives, is the only major women's magazine that gets whole family readership ('91 men read every 100 copies)—Starch).

Alice Brooks, who offers a crochet pattern every Sunday, got 45,387 requests for them—at ten cents each—last year. The "home service" department received 46,932 requests for its Sunday-offered booklets—at ten cents each—on such diverse subjects as fortune-telling, etiquette, entertaining, and how to care for your dog. Other regular *Mirror Magazine* features include cooking, "charm" and dressmaking. (Some of these how-to-do features, incidentally, pull more mail than the *Mirror's* Walter Winchell!)

The magazine has changed—grown—with its growth in readership and reader-influence. It is a bit more conservative now. There are more pictures than ever, but instead of several, illustrating different stories, on the cover, there is now only one. In other words, there is concentration on an interesting subject—such as Miss Cobina Wright, Jr. Layouts and features have been designed to appeal to a more discriminating group.

And there's better reproduction.

Given large and responsive circulation, given good reproduction, add to this the "lowest four-color gravure milline rate of any publication or group in the country," and you begin to get the perspective of the Sunday *Mirror Magazine* as an advertising medium.

## Magazine Color Ads Build Store Traffic

Let Walter Rompel, general manager of Tabloid Newspaper Advertising Service, which, among other things, sells the space in this magazine, carry the story on from here.

It was not until 1937 that the big New York stores became interested in the magazine's four-color possibilities. The magazine has 1,000 lines to a page. In 1937 it carried 7,000 lines of four-color retail advertising. Last year it carried 182,000 lines. The stores found that, in addition to selling specific "bargains," the magazine's four-color built store traffic. Among the many items emphasized have been aluminum ware, bathing suits, bed spreads, dresses, furniture, mattresses, refrigerators, radios, shoes, typewriters, vacuum cleaners and watches.

Low prices, of course, have prevailed. The National Retail Dry Goods Association found, a couple of years ago, Mr. Rompel pointed out, that 92% of stores' dollar volume in women's dresses was under \$10, and 76% under \$5. He showed a lot of examples of sales of merchandise, through *Mirror Magazine* four-color, at 5% and less. These are predominantly for low-price or easy-payment things.

Although full pages are emphasized, for dominance, the magazine was the first publication to offer less than page units in four colors.

Following an increase of 1,738.6% in retail linage in the full year 1938, the magazine had a gain of 21.3% in this classification in the first half of this year. Most of its New York week-end competitors, in

gravure sections or "magazines," were down in this period.

Bloomingdale's and Gimbel's took 21,000 lines each in colorgravure in the magazine in the first half of 1939. Abraham & Straus used 16,000. Others using 4,000 and up in this period have been Hearn's, Namm's, Sterling, Inc., Sak's 34th Street, Macy's and Sachs Furniture.

The retailers' success has influenced general advertisers. The *Mirror Magazine* reversed the downward trend of newspapers and magazines as a whole last year, by making an increase of 8.5% in general linage. In the first half of 1939 its general linage was up 7.2%.

General advertisers, using coupons or keyed copy, have found, in some instances, that color or monotone advertising in the magazine produces sales at record low cost.

Another factor in the development of this business has been split-run copy testing.

Last year, the Sunday *Mirror Magazine* made this service available in monotone, two- and four-color, at regular line and page rates, and with no additional charge for it.

The magazine is printed "two up," making it possible for advertisers to use it for testing two different headlines, types of copy, offers, or whatever, in identical space to the "same" people. The two advertisements alternate in copies of the magazine delivered from the press, and, Mr. Rompel said, provide a 50-50 division on every newsstand in every community where the Sunday *Mirror* is sold.

Starting with Noxzema (Ruthrauff & Ryan) in 200-line space August 7, eight general advertisers used the magazine's split-run facilities last year. Colgate-Palmolive-Pect and Davis Baking Powder used it several times.

This year the split-run list—and linage—are larger. The advertisers include Colgate, Lever Bros., Lamont-Corliss, Bauer & Black, R. B. Davis, Remington Rand, Pertussin, Serutan, National Radio Institute.

Some of these also are newcomers in using four-color pages for regular campaigns. This group includes Sweetheart Soap, Federal Life Insurance, Aunt Jemima, Howard Johnson Restaurants and Mazola.

The Sunday *Mirror Magazine* is going to town—to several hundred towns—with its colorful story.

## Power of the Press

Too often newspaper advertising in the trade press to potential buyers of space violates the fundamentals of copywriting. More than almost any other form of advertising, the daily newspaper aims its own advertising at its competitors exclusively.

Such ads are chock-a-block with "We're much bigger than the opposition," "More beauty shoppe linage than any other paper in Homeburg," "Greater circulation among newsstands run by blind dealers than all our rivals put together."

You won't find these boasts and slaps in the trade ads of the Cleveland *Press*, member of the Scripps-Howard group. Current *Press* copy is off the beaten track. The series, now well under way, does not describe Cleveland as a "Dominant Market" running over with Million-Dollar Incomes, either. *Press* executives take it for granted that national advertisers are not going to overlook the nation's sixth largest city as a market.

An executive says, "It was felt that a purely statistical type of promotion would be ineffective. It seemed unwarranted waste to shriek facts about *Press* circulation which any space buyer could determine from S. R. & D." The big evening circulation is

SALES MANAGEMENT



not mentioned, nor is its home circulation. From the ads you would never guess that the *Press* is competitive. Nothing in the series draws comparisons with other publications.

Voluminous fan mail to various editorial departments has been the source of headlines to date in the *Press* business-paper series. So far as possible, *Press* readers will continue to write their own heads for forthcoming ads. The series will be continued in advertisements divided naturally into two parts, main copy sketching swiftly the operation and acceptance of the *Press*' editorial activities; and smaller, supporting copy containing facts and figures necessary for the complete story of "Why the *Press* is a good paper." Each advertisement ends—"Power—power to do good; power to move goods."

To an experienced space buyer the worth of a publication is determined in part by circulation figures. "Certain intangibles give those figures meaning which cannot be expressed arithmetically," says the *Press* spokesman. "The reader must trust the publication in order to trust the advertisements. A feeling of warmth and friendliness toward the paper will carry over to its advertisers." This claim of reader confidence has been made and the *Press* has proofs to back its claim.

#### Press-Piloted from Cradle to Grave

The paper picks 'em young. When a child is born it can be placed on the *Press* Cradle Roll. The parents receive regularly a helpful bulletin on child health and welfare. The tiny ones graduate to the Toddlers' Club whose mothers receive sound advice on child psychology and rearing of children. When the little folks are old enough to be subjected to outside hazards, the Bizzy Bear Safety Club with 135,000 members strives to prevent accidents. Bizzy is a "funny" feature. Later, boys join the Junior Aviators' Club in tune with modern development in sky transportation.

Quite different is the interest of the *Press* in Cleveland's foreign born, portrayed in the July advertisement in SALES MANAGEMENT and other business papers: "News from home for all to read," whether home be in Carpathian Russia or some newly named European political unit. Roving Correspondent Theodore Andrica has toured 180,000 miles and visited more than 5,000 relatives of Cleveland's foreign born. His motion pictures have brought joy to more than a quarter of a million Clevelanders. His intimate feature stories, often with a date line from some tiny, unheard-of village, are eagerly awaited by those who have a direct or sentimental interest in "old country" folks and how they live across the water.

Of interest to garden lovers of whatever race, color or creed is the Garden Department whose fan mail exceeds that of any other *Press* feature. This daily feature has played an important part in aiding beautification of Cleveland by public as well as private gardens.

These and other themes, including the part the *Press* has played in ferreting out facts about graft in high places and schemes to mult investors will be presented to space buyers and executives to reveal the "personality" of the paper. This personality has taken on new characteristics over the years, as intimacy with readers disclosed changing thought and new community needs.

The paper was the *Penny Press* under

AUGUST 15, 1939



An easy-to-use, revised market information booklet is now available. It is data you need to help you do a selling job you are really proud of. Get your Free Copy. Put your request on a card or in a letter and mail it today. Let Illinois and Iowa markets make your business better.



## How the 82 I & I Markets

### Help Keep Your Sales Above Par

**A**LERT Sales Managers and Advertising Men are having an easier time with sales and profits because they are cashing in on the help the I & I Group Plan gives them. And they will tell you that year after year the rich, progressive Illinois and Iowa markets are fertile fields for increased sales.

Use I & I Frequency Discounts . . . up-to-the-minute market data . . . uniform consumer and market surveys . . . file folder style rate cards . . . one letter system of obtaining the data you want! See how it takes a load off your shoulders and relieves the strain on the budget.

I & I Frequency Discounts range up to 10% from each paper used. And you may select as many or as few of the 82 I & I dailies as you please. Over 50 prominent national advertisers are using this plan on 13-26 or 52 week schedules. Let us send you complete details. Write today.

### Illinois Daily Newspaper Markets

401-02-03 Leland Bldg.

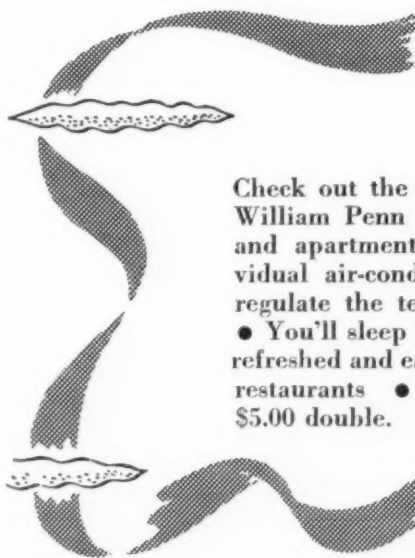
Springfield, Illinois

### Iowa Daily Press Association

405 Shops Bldg.

Des Moines, Iowa

### AIR - CONDITIONED ROOMS AND SUITES IN PITTSBURGH



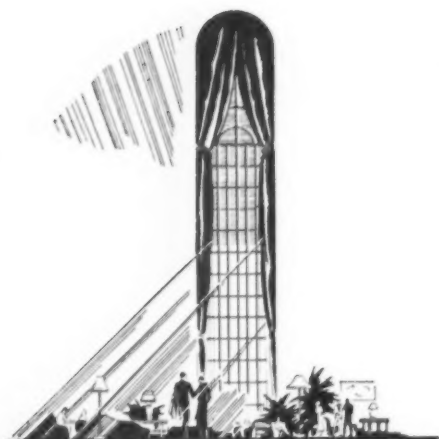
Check out the heat . . . check in at the Hotel William Penn • More than a hundred rooms and apartments are now available with individual air-conditioning units, enabling you to regulate the temperature by a turn of a dial. • You'll sleep in comfort every night . . . awaken refreshed and eager for work • 4 air-conditioned restaurants • Room rates from \$3.50 single, \$5.00 double.

"First in Pittsburgh"

## HOTEL WILLIAM PENN

GERALD P. O'NEILL, General Manager





## WANTED

### a better word for Service

● We want a word for the hundred-and-one ways we Hotel Clevelanders try to make your stay more comfortable.

— For the genuine welcoming smile from managers, and the ways they prove that this entire Hotel is managed for you.

— For the profusion of flowers, the colorful lounges, the extra-crisp linen, the restful rooms, the atmosphere that we're glad you're here and we want you back.

Service is a weak word for these attentions. Come and experience them, then you'll know what we mean.

Rooms from \$3

**HOTEL CLEVELAND**  
*Cleveland*

# Florida

- Open all year are five fine Collier Florida Hotels—leading East Coast, West Coast and interior hotels—catering to the business man—conveniently located for anyone making a trip around the state.

<b>Tampa</b> HOTEL TAMPA TERRACE HOTEL FLORIDAN
<b>West Palm Beach</b> HOTEL DIXIE COURT
<b>Lakeland</b> HOTEL LAKELAND TERRACE
<b>Everglades</b> EVERGLADES INN

**COLLIER FLORIDA COAST HOTELS**

Founder E. W. Scripps, when others sold for five cents. It began as the laboring man's paper. It was definitely against his more affluent neighbors. But, over 63 years the *Press* has shed class feeling until today it is pro-Cleveland rather than pro-any-class. The paper enters to a remarkable extent into the life of that mythical "typical cross section" of Metropolitan Cleveland. The current advertising series tells by illustration and forceful, though moderately-tuned copy, the part played by the paper in the lives of all strata in Cleveland's life, and its "power to move goods."

## Two Evening Papers Join in Minneapolis

The 61-year-old Minneapolis *Journal* has been purchased by the *Star* of that city, and the two papers will henceforth appear daily (evenings) and Sunday as the *Star-Journal*. The consolidation reduced the newspaper field in Minneapolis to the *Star-Journal* and the *Tribune*, morning and evening newspaper.

The *Star-Journal* Co. is headed by John Cowles, with Gardner Cowles, Jr., his brother, vice-president. John Thompson, *Star* publisher, and Basil Walters, editor, will continue in these positions on the combined paper. George W. Ronald, who has been business manager of the *Journal*, has been named to the newly created position of business manager of the *Star-Journal*.

The paper will have a circulation of an estimated 250,000, and new national and local advertising rates will go into effect on that base on October 1.

Brothers Cowles bought the *Star* in 1934, and publish also the Des Moines *Register & Tribune* and *Look* Magazine.

Osborn, Scolaro, Meeker & Co. have been named national advertising representatives of the *Star-Journal* with offices in New York, Chicago, Detroit, and St. Louis. George D. Close, Inc., will represent the paper on the Pacific Coast.

## NNPA Introduces New Membership Service

The National Newspaper Promotion Association has published its first issue of "The Bulletin," a new branch of service rendered association members. The booklet, to appear four times a year, contains a cross-section of developments in the newspaper promotion field, featuring both commendable house advertisements and promotion stunts of newspapers throughout the country.

"The Bulletin" is prepared by the Promotion Service Committee of which Irvin S. Taubkin, New York *Times*, is chairman.

## Buffalo Times Suspends Publication in 60th Year

An end was made of the 60-year-old Buffalo *Times* on August 1, leaving the field there to the *Courier-Express*, morning paper, and the *News*, evening. The *Times* appeared evenings and Sundays. The suspension was a surprise to most *Times* employees, their first knowledge of its imminence coming in a brief Page 1 box in the Sunday *Times* of July 30.

Contrary to published rumors there is little possibility of publication being resumed under an employees' cooperative plan, with Scripps-Howard representation.

The *Times* was founded by the late Norman E. Mack, former Democratic national committeeman for New York state. In 1929 he sold it to Scripps-Howard. And in 1938, Scripps-Howard announced that control of

the paper had gone to George H. Lyon, editor, and Earl J. Gaines, business manager.

Editor Lyon will join the Scripps-Howard organization in Buffalo, while Mr. Gaines is to become local ad manager of the Pittsburgh *Press* where he was located before coming to Buffalo in 1937. Walter Brand, the *Press's* present local ad manager, will be in charge of the department store classification.

## R. W. Harker Becomes Seattle Times Ad Manager

The Seattle *Times* has appointed Ralph W. Harker as its advertising manager to assume the duties of Nyman E. Helland who, after an extended vacation, will return to the paper as research manager and special assistant to the publisher.



Ralph W. Harker,  
Seattle *Times's*  
new ad  
manager.

Since Mr. Harker has for the past 19 years been associated with O'Mara & Ormsbee, Inc., national advertising representatives of the *Times*, he is well acquainted with the paper's national accounts.

Mr. Harker's appointment became effective August 1.

## ANA Publishes Rate and Circulation Study

Just released by the Association of National Advertisers is its sixth annual "Rate & Circulation Study of 369 Class Trade, and Technical Publications," giving complete information on rates, circulation, etc., of 259 ABC and 110 CCA publications for the ten-year period 1929-38. Data include total average circulation of each year, per cent of renewal of expirations, per cent of miscellaneous and unclassified circulation, black and white page rates, etc.

According to this report, 255 of the 355 publications, members of the ABC and CCA in both 1938 and 1937, increased their circulations in 1938 over 1937; 99 decreased circulations; one remained the same.

## Hardware Age Whopper

*Hardware Age* published its eighth annual "Merchandise Directory for Hardware Buyers" late in July. The four-pound, two-ounce volume carried 4,700 listings of hardware, sporting goods, electrical appliances, and any other kind of merchandise found on hardware shop shelves. Of its 723 pages, 350 were advertising pages—21 better than last year, and climbing to meet the record of 380 pages in 1937. The ads were from 517 companies—the largest number of advertisers ever to be collected within the covers of the magazine.

## House & Garden Promotion

The second annual "Merchandise of Merit" home furnishings promotion under the sponsorship of *House & Garden* will be launched September 20, when the publication's October issue goes on sale. This

SALES MANAGEMENT

"Double Number" issue is the annual Fall home furnishings issue, which includes the Autumn Manual for Home and Bride.

The promotion is a creative merchandising program conceived by *House & Garden* in an attempt to bring about close cooperation between manufacturer and retailer. During October department and home furnishings stores will feature "Merchandise of Merit" products in their window and departmental displays as well as in local newspaper advertising.

### Industrial Advertisers to Meet September 20 to 23

Modern methods of displaying and dramatizing industrial products will be studied at the New York World's Fair by members of the National Industrial Advertisers' Association who are to gather at Hotel New Yorker, September 20 to 23 for their 1939 conference. September 23 has been designated at NIAA day at the fair, and the group will visit industrial exhibits then. At the conference at the hotel the importance of sales promotion work of "men behind the salesmen" will be emphasized.

### Form New Industrial Advertising Group

Final plans have been laid by industrial advertising and marketing men of Connecticut and western Massachusetts for the formation of a new organization to be known as the Industrial Advertising and Marketing Council.

At a recent meeting the following officers were elected: E. V. Creagh, sales promotion manager, American Chain & Cable Co., Bridgeport, and a director of the National Industrial Advertisers Association, president; A. W. Tucker, Henry G. Thompson & Son Co., New Haven, first vice-president; C. H. Winslow, Cune Engineering Corp., Meriden, Conn., second vice-president; and Galen Snow, of Snow, Bates & Orme, Inc., Springfield, Mass., secretary-treasurer.

At the next meeting, to be held in Waterbury on September 14, final plans will be made for application to the NIAA for charter.

### New Regional Network

Eleven New York State radio stations have become affiliated as a regional network to be known as New York Broadcasting System, Inc. Actual operation of the network is set for September 5, 1939. E. M. Stoer, of Hearst Radio, Inc., is president, Carl Calman, general manager of Station WINS, vice-president and general manager.

The network consists of the following stations: WINS, New York; WABY, Albany; WIBX, Utica; WSYR, Syracuse; WMBO, Auburn; WSAY, Rochester; WKBW, Buffalo; WGR, Buffalo; WJTN, Jamestown, with the possible inclusion of WHDL, Olean; WESG, Elmira; and WNBF, Binghamton.

International Radio Sales have been appointed national representatives for the network.

### Media Notes

During July *This Week Magazine* sold \$319,999 worth of advertising—thus making that month the "biggest" July in its history, with a gain of 78.4% over the same month last year. . . . *True Story Magazine* has issued a booklet, "Wage Earner Viewpoint—1949," which is a report on a survey made among children of *True Story's*

Wage Earner families, on their ideas of problems facing them and the world today.

*Photo Technique*, a McGraw-Hill publication, will accept advertising beginning with the September issue, the fourth since the magazine was inaugurated this year.

The Dallas *Morning News* is making plans for developing facsimile newspaper broadcasting through ultra-high-frequency station W5XD, auxiliary of the paper's regular station WFAA. This will be the first time such broadcasting of the printed page has been attempted south of St. Louis, where the *Post-Dispatch* is carrying on a similar program.

Two stations, KFDM, Beaumont, and KFDA, Amarillo, have become affiliated with the Texas State Network, bringing its member stations to a total of 23.

Station KSTP, St. Paul, will step up its power to 50,000 watts on September 1. It is now operating on 25,000 watts daytime and 10,000 at night.

### Mr. Tacks Protests the 'A,' 'B,' 'C' Schedules Plan

(Continued from page 65)

lines behind his four Alpha pumps, he might even more reasonably put four pumps in New York City and then run 8,000 lines there. Its sales potential is even higher.

The "A," "B" and "C" idea is smart when used correctly. I can see it for products with good distribution who wish (sensibly) to recognize that not all newspapers are equally good buys. Milline rates, reading habits,

competing lineage, market potential—all these are factors worth considering.

But I can't see following any system that puts enormous ads into little dailies (I have a prize example in my desk—two 1,000-line advertisements in a four-page paper) and almost-worthless "C" schedules (but big dollars nevertheless) in cities that should be given "A" or skipped entirely.

If ever I'm an advertiser and my agency says to me, "Mr. Tacks, Alpha's not ready for advertising—save your money," I'll be grateful. I'll say, "You're swell guys. I like this kind of talk—keep my account forever."

But I'm not one yet. And in the meantime, Joe, many thanks for the Alpha lineage!

Number Thirty-six of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



The advertising of this product was directed at just two magazine audiences—the readers of *Magazine I* and *TRUE STORY*. . . . .

For the past eight years more drug store product advertisers have used *True Story* than any other magazine published.



**Supreme In Chicago**  
*World's Tallest Hotel*

OFFERS  
*You Everything*

LEONARD HICKS  
Managing Director

**MORRISON HOTEL**  
IN CHICAGO

TORONTO  
MONTREAL  
WINNIPEG  
LONDON, Eng.

**GIBBONS KNOWS CANADA**

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA  
CALGARY  
EDMONTON  
VANCOUVER



## AVAILABLE SEPT. 1

1. Executive Sales Manager
2. Asst. General Sales Manager
3. Sales Personnel Director
4. Merchandising Manager
5. Branch Manager


One man, with 20 years experience in three nationally-known concerns, is a likely candidate for any of the five jobs which may be open. He has successfully handled all five functions, as well as personal selling.

He isn't a stickler for titles; opportunity for real advancement in earnings and happiness in his business surroundings are far more important than the size of the immediate salary.

I know this man intimately, and will supply details to those who think they might be interested.

**Philip Salisbury, General Manager**  
**SALES MANAGEMENT**  
**420 Lexington Avenue**  
**New York**

Number Thirty-seven of a series of short advertising True Stories culled from the records of the Publishers' Information Bureau, January through June, 1939.



-Just two of the big twelve carried this advertising. One was a monthly (Magazine C), the other, naturally, was TRUE STORY. . . . .

True Story Magazine reaches the only large magazine audience today that doesn't read other magazines.

### SALES CONTESTS

#### Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

**SALES CONTESTS, INC.**  
Talbott Realty Bldg., Dayton, Ohio



**KEEP COOL!**  
**HOTEL**  
**Bennox**  
**ST. LOUIS**

ALL ROOMS AIR-CONDITIONED '329 UP

[72]



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is **SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.**

### National Agency Network Shows Test Market Facilities

How the network idea is working and can be utilized in advertising agency service is expressed in an ingenious and original promotion folder issued by the National Advertising Agency Network. Established in 1932, this group of 27 agencies, coast to coast, consult together in matters of internal management and technique, and work co-operatively on problems of local product or market conditions for accounts needing such service. The folder, "N.A.A.N. Major Test Cities," shows by a rotating disk the market factors in the states and cities where the members are located—the combined cities representing a market of approximately 11,981,326 people, spending annually over \$7,481,250,909. Utilizing this combination for test purposes, the clients of the network have a huge market with local advertising contacts for advice and service as desired. The folder maps the national area covered by the network, and includes thumbnail descriptions of each agency. Requests to Harry G. Hoffman, Hoffman & York, Century Building, Milwaukee, Wis.

### The Case for Sales Through Manufacturers' Agents

If it is true that the place of the manufacturers' agent in marketing is not likely to diminish in importance, but instead to increase rather rapidly, the book "Effective Distribution through Manufacturers' Agents" should be of considerable interest to many sales executives. The author, W. A. Allen, has specialized in the problems and operations of this field of selling. He has condensed into a pocket-size booklet of some 30 pages a wealth of information for the executive who has not operated through agents, and likewise for some who have failed to get the expected results through changing from salaried and exclusive representatives.

Citing case studies, with constructive criticisms of both manufacturers and representatives where the arrangements did not work satisfactorily, and with a check list for use in considering the qualifications of manufacturers' representatives under con-

sideration, the book is about as specific as is possible, considering the variations which characterize the whole subject.

Mr. Allen emphasizes one point which can well be considered in its relation to any type of sales force—the importance of high grade selling and promotional data and equipment for the sales staff. Priced at \$1, the book is available on request to Walter A. Allen, 414 Chapel St., New Haven, Conn.

### Here's How New York City Families Spend Their Money

Statistics on how New York City families in various income brackets spend their money for food, clothing, shelter and other items have been compiled from the Consumer Purchase Study and other research and published by the New York *Herald Tribune*. A companion piece to the recently completed "Study of Homes," which was largely to determine the living and buying habits, favorite stores and brands of merchandise in certain lines, this new study, "How New York Families Spend Their Money," should be of considerable value to companies operating in this market. It includes data on expenditures for practically all items in general use—amusements, medical, automobile, tobacco, house furnishings, insurance—and also gives a summary on U. S. and New York retail sales. Requests to Elsa Lang, *Herald Tribune*, New York.

### Recent Important Market Studies Now Available

"A Reading List on Business Administration"—fourth revision by the faculty of the Amos Tuck School of Administration and Finance of Dartmouth College of its comprehensive and widely used guide to books and periodicals for business men. Classified as to all phases of business administration. Especially valuable to executives who wish to build up small libraries for staff use. Cost 30 cents. Requests to Albert W. Frey, Dartmouth College, Hanover, N. H.

"Transportation Advertising"—a promotion piece in which advertising agency executives report their opinion of and experiences of their clients in transportation (car card) advertising. Requests to M. A. Coleman, Barron G. Collier, Inc., 745 Fifth Ave., New York, N. Y.

"Route Lists of Food and Drug Stores, Roanoke, Va."—chain and independent dealers, and wholesalers, with routing and maps, for salesmen's use. Requests to W. P. Gooch, Roanoke *Times and World-News*, Roanoke, Va.

"Radio Time Buyers' Bird's-Eye View of U. S. Families"—in which NBC has compressed into a single file-size folder all available current data on families, radio families, urban families, urban radio families, rural families, rural radio families. Shown for the U. S. and each state and the D. of C. Rankings of each state, in all classifications, plus percentage relation of radio families to total families. Excellent for quick summaries of radio audience potentials. Requests to E. P. H. James, National Broadcasting Co., New York.

"WOW Cartograph"—combines mail returns from counties in six states with SALES MANAGEMENT Effective Buying Income data to show in a distortion map the coverage of that radio station. Requests to Bill Wiseman, Radio Station WOW, Omaha, Neb.

### PHOTOSTATS

#### COMMERCE PHOTO-PRINT CORPORATION

**1 WALL STREET**  
**233 Broadway**      **56 Pine St.**  
**80 Maiden Lane**      **33 W. 42nd St.**  
**Digby 4-9135-6-7-8**

SALES MANAGEMENT



# PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.  
Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

## ADVERTISING AGENCIES

Sell your product through agents, mail order. Resultful classified and display advertising planned, prepared and placed in all out of town newspapers, magazines at publishers' rates. Advertisements written free. Snappy layout sketch your inch advertisement \$1. Martin Advertising Agency, 171H Madison Ave., New York, N. Y.

## EXECUTIVES WANTED

**SALARIED POSITIONS. \$2,500 to \$25,000.** This thoroughly organized advertising service of 29 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

**TO THE MAN OF EXPERIENCE. \$2,400 yearly** and up, seeking a new connection, but who wishes to protect, beyond question, his identity and present position, this service, established 1927, offers a plan especially geared to present day conditions. Of equal pertinence is our alternate plan for the man, now unemployed, who wants to locate the quickest market for his services. Send name and address only for particulars. J. T. Jennings, P. O. Box 161, Taylor Place, Short Beach, Connecticut.

**EXECUTIVE POSITIONS**—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. If your qualifications can meet exacting requirements, your name and address will bring details. The Executive Bureau, 700 Plymouth Building, Minneapolis, Minnesota.

## LINES WANTED

**YOUNG MAN OF 30—MARRIED—UNIVERSITY degree**—credible references—wishes to represent a manufacturer in the market of any good, honest product in the Pacific Northwest. Paul Nopar, Station A, Salem, Oregon.

**THE FOLLOWING SALESMEN AND/OR** sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

**Ag-41:** Territory: New York City and 50 mile radius, hdqrs., New York City. Wants one additional general merchandise line selling through chain and wholesale outlets.

**Ag-42:** Territory: Denver and West, hdqrs., Denver. Wants oils, automobile accessories, rubber.

**Ag-44:** Territory: New England or Eastern seaboard, hdqrs., Winchester, Mass. Wants any meritorious product.

**Ag-45:** Territory: Metropolitan N. Y., hdqrs., N. Y. Wants several low-priced, non-competitive, resale specialty products or printing selling to retailers, jobbers.

**Ag-46:** Territory: Philadelphia trading area and N. J. from Trenton south, hdqrs., Philadelphia. Wants worthy products for beauty shops.

**Ag-47:** Territory: Tex., La., hdqrs., Houston. Wants such lines as low-price electrical appliances, novelties, decorated metalware, artware, selling either through jobber or direct to drug-variety-department chain stores.

**Ag-48:** Territory: Oakland, Cal., and territory within 150-mile radius of that city, hdqrs., same city. Wants repeat lines to grocery trade and those selling to florists, nurseries.

## LINES WANTED (Continued)

**Ag-49:** Territory: National, or New York metropolitan area, hdqrs., New York. Established marketing company wants automotive products selling to jobbers; also industrial products.

**Ag-50:** Territory: Wisconsin, hdqrs., Milwaukee. Wants building specialties which work in conjunction with an ornamental, miscellaneous, and structural steel shop.

**Ag-51:** Territory: Fla., or S. E. states. Wants building materials selling to jobbers and contractors.

**Ag-52:** Territory: Cal., hdqrs., Glendale. Wants lines selling to packaging trade, particularly containers with re-use appeal to consumers.

**Ag-53:** Territory: New England, hdqrs., Hartford. Wants additional products or services selling to industrials.

**Ag-54:** Territory: Fla., hdqrs., Miami. Wants Products and merchandise of merit adaptable to tropic and semi-tropic state.

**Ag-55:** Territory: Southwestern O., hdqrs., Dayton. Wants meritorious advertising and sales promotional materials.

**Ag-56:** Territory: Metropolitan New York, hdqrs., that city. Wants specialty of merit in any field, building maintenance supplies preferred.

**Ag-57:** Territory: Costa Rica, hdqrs., Orotina, C. R. Wants advertising specialties, premium items, etc.

**Ag-58:** Territory: Metropolitan New York, hdqrs., Brooklyn. Wants product selling to grocery and drug trade through wagon jobbing system.

**Ag-59:** Territory: N. E. states, hdqrs., Milton, Mass. Wants lines selling to large industrials and tool and machinery makers.

**Ag-60:** Territory: Metropolitan N. Y., hdqrs., New York City. Wants industrial product.

**Ag-61:** Territory: Pacific N. W., hdqrs., Salem, Ore. Wants any meritorious product.

**Ag-62:** Territory: Metropolitan New York, hdqrs., New York City. Wants houseware and hardware items selling to syndicate chains and wholesalers.

**Ag-63:** Territory: Ia., Minn., Wis., Ill., hdqrs., Sycamore, Ill., Mo. Wants products selling wholesale hardware, automotive and mill supply houses.

**Ag-64:** Territory: N. C., S. C., Va., hdqrs., Richmond. Wants hardware specialty lines selling to general stores, hardware and repair shops.

**Ag-65:** Territory: St. Louis, Mo., hdqrs., that city. Wants lumber and building materials.

## PHOTO AD-CARDS

**BEAT THE SUMMER SLUMP**  
Go after business the modern way by using our PHOTO AD-CARDS. Economical and very profitable to use. Samples and prices on request. GRAPHIC ARTS PHOTO SERVICE, HAMILTON, OHIO.

## POSITIONS WANTED

**SALES EXECUTIVE WITH FIFTEEN YEARS'** experience in sales and sales management of major appliances qualified as sales manager of manufacturing organization where complete responsibility will bring greatest returns. From retail selling straight through wholesale and district sales management to sales direction of own company, background permits wide range of product sales. Experience covers entire U. S. and Canada. Will locate anywhere. Thirty-five years old, protestant, university, married. Reply Box 664, SALES MANAGEMENT, 420 Lexington Ave., New York.

**ALL-AROUND ADVERTISING MAN** who would be equally at home as an agency copy chief or an advertising manager. Has a substantial background in both industrial and consumer products, and has produced copy for several of America's biggest advertisers. Not a screw-ball—has the ability to work with others smoothly and can produce sound, colorful merchandising ideas. He can get on his feet and sell advertising to dealers or distributors or salesmen, and his talents would be useful to any client, or president, or general manager of a manufacturing organization who feels the need of help on public relations problems. He has contributed frequently to SALES MANAGEMENT, any of whose editors will be happy to arrange an interview in his behalf. Address Box 663, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

## POSITIONS WANTED (Continued)

**POSITION WANTED**  
**HIGH TYPE SALES EXECUTIVE OR REPRESENTATIVE.** Unusual well balanced background of business and sales experience. Thorough knowledge of merchandising. Excellent record selling, also directing sales organizations selling chain, department stores, jobbers, etc., throughout U. S. Consider position as executive or representative for good line, or mfrs. agency arrangement. Convenient locate anywhere. Box 667, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

**YOUNG MAN,** college trained, 28, eight years' business experience, aggressive, personable, proven sales, seeks sales opportunity. Box 662, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

## REPRESENTATION WANTED

**THE FOLLOWING MANUFACTURERS HAVE** filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

**Mf-15:** Product: Ladies' hosiery selling to retailers. Territory open: Southern, southwestern & mid-western states.

**Mf-16:** Product: Heating specialties, high-low-pressure. Territory open: Memphis, New Orleans, Tampa, Kans., Mont., Omaha.

**Mf-17:** Product: White shoe cleaner. Territory open: National.

**Mf-18:** Product: Paint & varnish selling to hardware, lumber & auto accessory accounts. Territory open: N. M., western Tex., Idaho, Nev., western Cal.

**Mf-21:** Product: Coffee brewers. Territory open: S. E. states, including Atlanta, Ga., Nebr., Ia., Minneapolis, St. Paul.

**Mf-22:** Product: Grocery specialties. Territory open: Most states north of Ohio and east of the Mississippi.

**Mf-23:** Product: Artware selling to department stores, etc., faience tile, to building contractors. Territory open: National.

**Mf-24:** Product: Building maintenance supplies; pipe joint compound for industrial use. Territory open: National.

**Mf-25:** Product: Electric motors and machine tool drives. Territory open: New England and eastern trading centers.

**Mf-26:** Product: Industrial floors; waterproofing. Territory open: National and Canada.

**Mf-28:** Product: Industrial lubricants and other quality products. Repeat business. Territory open: National and Canada.

**Mf-29:** Product: House organ selling to milk dealers or dairies for use by driver-salesmen. Territory open: National.

**Mf-30:** Product: Wholesale and retail drug item. Territory open: National and Canada.

**Mf-31:** Product: Auto and furniture polishes. Territory open: National.

**Mf-32:** Product: Sanitary napkins, selling through chain drug, department and syndicate stores. Territory open: New England, Southwest, South, Midwest.

**Mf-33:** Product: Automobile body solder and spray gun solder. Territory open: Those centered by Detroit, Cleveland, Chicago, Indianapolis, St. Louis, Kansas City, Denver, Los Angeles, San Francisco, and Seattle.

**Mf-34:** Product: Lingerie selling to retail and specialty shops. Territory open: Ind., O., Mich., N. Y. excluding New York City, New England.

**Mf-35:** Product: Animated displays and Ice cream replicas sold to ice cream and dairy mfrs. Territory open: East of Mississippi, for one salesman or possibly divided N. & S. between two.

**Mf-36:** Product: Artificial food reproductions sold to restaurants, meat markets, electrical stores, etc. Territory open: East of Mississippi.

# COMMENT

BY RAY BILL



**D**OES ADVERTISING ADD TO COST? In our next issue we will publish the results of a consumer survey made to determine the public attitude on such matters as: (1) Does advertising make for mass production? (2) Does advertising add to consumer cost? (3) How much of the retail price of a specific list of nationally advertised products represents advertising?

In certain respects the results of this research will prove startling. But at least they will show that popular conceptions of the part that advertising plays in our modern business world are not in the main very haywire. On the other hand, it will reveal that a substantial percentage of the consuming public, somewhere in the neighborhood of one third, is in need of more and better factual education.

Our readers might perform an interesting experiment by making this personal test of themselves. First, set down a list of, say, ten nationally advertised products which you are more or less in the habit of purchasing. Then set after each the retail price you pay and the part of that price you believe represents advertising cost. Next try to see what data are readily available as to how near your last guess comes to being correct. You may be amazed to see how little authentic or verified information is available. And you may then understand why it is so easy for consumers to be misled.

We know of no sounder economic defense for advertising than (1) no company is forced by law or other compulsion to advertise if it does not find that advertising pays, and (2) if advertising adds unjustified or irrational cost to a given product, the door is wide open for competitors to step in and eliminate this alleged wasteful cost and thereby offer lower prices.

In our judgment, the very record of success attained by advertised products in comparison with unadvertised products proves that the case for advertising must be much stronger than even its proponents and users have been wont to realize.

On certain occasions, manufacturers want to look modern and enterprising by making their advertising appropriations appear as large as possible. Under such circumstances everything possible is piled into the advertising outlay. At other times, the aim is to minimize advertising outlay and all possible items are crowded into sales expense and various kinds of overhead.

With consumers being prodded into greater and greater

interest in the advertising phase, we think the time has come for much greater frankness than has heretofore been common practice, but with some fairly universal method of accounting for just what constitutes advertising cost.

In this latter connection, we submit that advertising cost in the minds of most consumers means the cost of space or time in consumer media. We believe that industry will be wise in accepting this same definition. Under this procedure, all production costs incident to advertising would be charged to sales cost as well as all trade advertising promotion, etc., so that advertising cost *per se* will come to stand solely for what is spent for time on the air and for space in newspapers, magazines, car cards, outdoor posters and other consumer media.

We believe that this is the real net of what the consuming public wants to know about advertising cost. Consequently, we believe that individual companies and industry at large will serve themselves well by no longer fearing to tell the factual truth about such advertising cost in their reports to stockholders. Data so disclosed could then be used by salesmen and before consumer groups to combat erroneous impressions detrimental to proper public understanding.

Everybody knows that cigarettes are about as extensively advertised as any popular type of product. Anyone who takes the time to figure out advertising lineage and radio schedules can arrive at an approximate advertising cost of one-half cent per pack of cigarettes.

Yet a goodly percentage of the public has no such moderate figure in mind. Is there anything to be ashamed of in this figure?

Does the record of experience show that any leading cigarette once extensively advertised can hold its sales volume if its advertising is eliminated or cut substantially?

The point we are seeking to make is just this: Advertising has done itself a great disservice by surrounding its cost phase with far too much of mystery, concealment, unstandardized cost data and just plain desire for secrecy.

Presumably, the suggestion advanced in this editorial does not lend itself to overnight adoption on a wide scale or on an arbitrary basis. Argument and study, involving a variety of viewpoints, are essential to the creation of a new habit with respect to frankness about advertising costs. To this end we invite and urge comment from the critics of advertising as well as from its proponents and users.









## "J DVKDSU EIITS YFT UDXTYS QCVTU"

from 135,000 letters to The Cleveland Press



THE NATIONAL SAFETY COUNCIL divided its 1938 Award between Cleveland and Milwaukee—the two safest big cities.

THE STARTLING REVERSAL from one of the most dangerous big cities to one of the two safest has been due in part to the Bizzy Bear Club and The Cleveland Press.

FOUNDED IN 1935, the Bizzy Bear Safety Club now has a membership of over 135,000 young children and chapters in 358 schools of Greater Cleveland. It is exclusively a Cleveland Press organization built upon a comic strip drawn exclusively for the Press. It is taken seriously—partly because it is the sort of organization children understand and enjoy, and partly because it is sponsored by a newspaper dear to the hearts of all Cleveland.

CLEVELAND'S CHILDREN look out for themselves and for one another because The Cleveland Press wants them to grow up.

WE WANT OUR CHILDREN to have a chance to grow up.

There is nothing more tragic than the ruthless snuffing out of a young life in the fast moving city traffic. There is no more serious business in the conduct of a newspaper than the waging of a safety war.

But safety can be fun. Safety can be made into a game to appeal to childish imagination. So Bizzy Bear, a comic strip character of The Cleveland Press, has stepped out of his rôle to preach and play at safety.

Membership in the Bizzy Bear Safety Club carries with it those rights, privileges, and immunities dear to the hearts of the very young. There is a certificate of membership, a secret code for private communication, and a pawshake or secret

grip. But there is the serious side as well—six simple safety rules to be memorized and practised.

All candidates for membership learn and obey these rules. They write to The Cleveland Press the pledge expressed in our headline in the Bizzy Bear Code. It reads, "I always obey the safety rules." Tiny tots invade the busy editorial offices and solemnly recite the rules. Best of all, they put them into practice; walk safely, play safely.

You can imagine the gratitude of Cleveland's mothers, their profound appreciation of a newspaper's intelligent effort to protect their children's lives. The Cleveland Press is more than a newspaper. It is a **Power—power to do good; power to move goods.**

# The Cleveland Press



A SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPARTMENT OF SCRIPPS-HOWARD NEWSPAPERS

230 PARK AVE., NEW YORK

Chicago San Francisco Los Angeles Memphis Detroit Philadelphia

Member of the United Press, of the Audit Bureau of Circulations, and of Media Records, Inc.

NEWS and Comment about the World's  
Greatest Newspaper and its market.

## From the

### No more mouldering news clippings

JUST off the news room of the Chicago Tribune is a large room, two stories high, in which are 262 steel filing cabinets. Its official name is the reference room, but it is the "morgue" to most of those who use it. That gruesome name is a tribute more to the persistence of tradition than to strictly accurate nomenclature. Named the morgue in bygone days when its most frequent use was to provide material which might be used in preparing an obituary, it is now a repository of information on everything that has appeared in the newspaper.

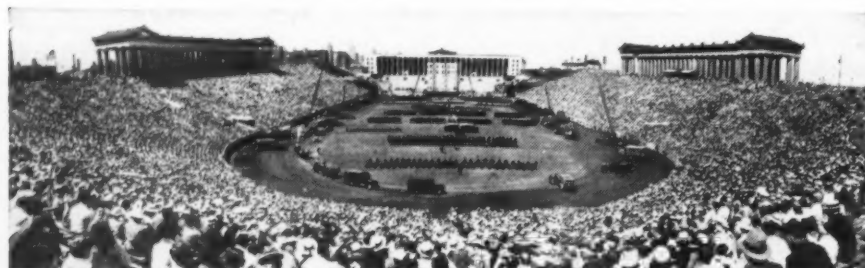
In the Tribune reference room there are filed more than 10,000,000 clippings—indexed and cross-indexed. In addition there are more than 3,000,000 photographs, 250,000 negatives, 100,000 engravings, and file after file of pamphlets, memoranda and maps. It contains standing obituaries of more than 5,000 prominent persons.

Until recently the Chicago Tribune reference room labored under a disadvantage common to practically all newspapers—the tendency of clippings printed on pulpwood paper to fade and disintegrate with the passage of time. Old clippings which have been frequently consulted eventually crumble in yellow dust.

Since the end of June all items filed in the reference room have been clipped from the Tribune's special rag-paper edition. As a result, the daily record of the world's happenings, great and small, will be preserved for future generations of Tribune newspaper men on paper that is practically imperishable.

### WOODLAND CHORALE

"The audiences, drawn from a day's outings in the woods, drifted in as casually as the white



More than 70,000 persons on Sunday, July 16, gathered at Chicago's Soldiers' Field to see the second annual Police and Fire Thrill Show sponsored jointly by the Chicago Police and Fire departments, the Chicago Park district, and the Chicago Tribune. Ten hours after the above picture was taken, the Tribune of July 17 was coming off the presses with a full page of action photos of the show in natural color. The three separate sets of 4-color engravings required were produced in record time by the Tribune color engraving department.



In the gathering shadows of sunset, Tribune Tower casts its image in the still waters of Ogden Slip. This photograph, taken by Cromwell Bowen of Wilmette, Illinois, is typical of the many fine pictures submitted by readers for reproduction in the Roto Picture section of the Chicago Sunday Tribune. As a result of its efforts to foster a wider interest in photography and to encourage unknown talent, the Tribune last year received more than 90,000 photographs from readers.

tufts drifting down from the green cottonwoods. Some still munched at sandwiches from nearby picnic baskets. Some rode up on bicycles which they parked beside gnarled trees. Women came in slacks; men came in their undershirts. Many sat on benches. Others lolled on blankets, curled up on the grass or reposed in the limbs of trees. But they stayed to hear song, and to make song."

From reporter Marcia Winn's story of the three concerts which opened the second annual series of choral concerts held in the forest preserves rimming Chicago and sponsored jointly by the Chicago Tribune and the Cook county commissioners.

### CURIOSA

(Matrimonial dept.)

WANTED—A COUPLE TO GET MARRIED in 26,000 gallons of diluted cherry juice at the cherry harvest festival, July 22, 3:30 p. m. Marriage license, ring, and a wedding present. Door County Chamber of Commerce, Sturgeon Bay, Wis.

From the want ad columns of the Chicago Tribune.

The cost of reaching a family with a year's campaign of thirteen full

Reflection... Permanent records...  
Thrill show... Invitation to wed... Idyll...  
For less than 4 cents... Confidence...  
55% sales increase... Circulation.

## TOWER

page black-and-white advertisements in the Chicago Tribune, daily or Sunday, is less than the cost of four penny postcards.

### Confidence Test

Seldom put forward as evidence of the confidence which a community has in a newspaper, is the frequency with which that newspaper's back files are consulted. Most of those who scan the pages of old newspaper files are serious-minded persons—historians, students, searchers after facts upon which they rely to establish the truth of claims and contentions of many kinds.

In Chicago, according to a report just issued by the Chicago Public Library, the newspaper whose back files are in most frequent demand are those of the Tribune. Last year, 13,417 persons came to the library for this purpose—more than three times as many as asked for the files of any other Chicago newspaper.

### "We have a 55% increase"



AXEL H. KAHN

"Seldom if ever have we had as fine a sales success as we are presently enjoying on Hotpoint Refrigerators," writes Axel H. Kahn, dist. mgr., GE Supply Corp. "You might be interested to know that for the first six months of

this year we have a 55% increase over the same period of 1938.

"At the outset of 1939, the quota set for us by the factory looked to be very difficult to attain, yet on May 16 we equalled the entire 1939 yearly quota of refrigerators. At present we are 67% ahead of this entire year's quota and still have five selling months to go.

"We are happy that our advertising counsel at the beginning of the year placed almost the entire weight of our advertising pressure in the Chicago Tribune."

### CHICAGO TRIBUNE CIRCULATION

During the official six-month period ended March 31, 1939, the average net paid circulation of the Chicago Tribune was:

Daily, 903,922—Sunday, 1,134,019